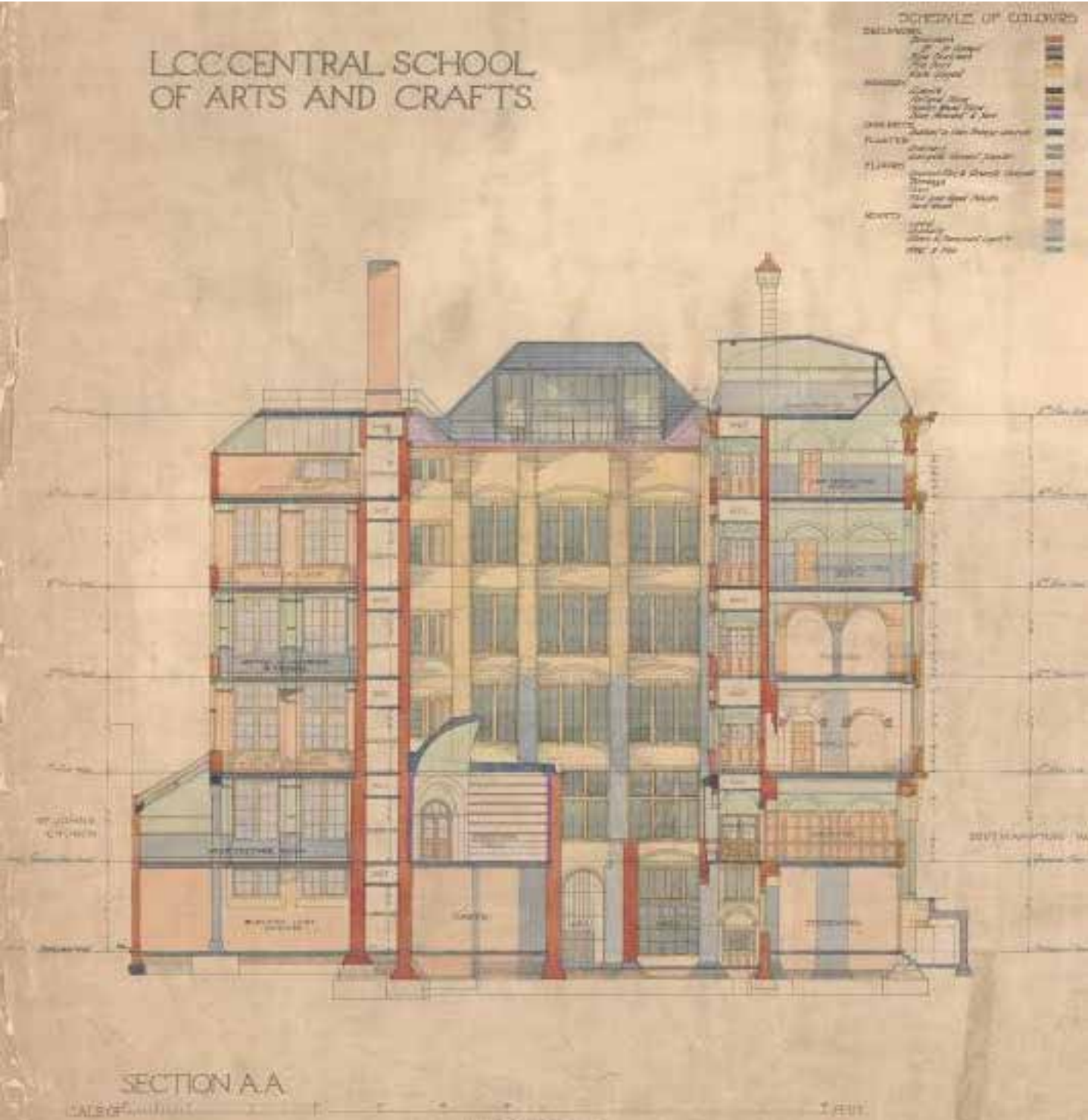


# Globalgrange Hotels Ltd

Project  
Former CSM Site, Holborn

Title  
Employment and Training Strategy



## **EMPLOYMENT AND TRAINING STRATEGY**

### **Introduction**

1. Globalgrange Hotels Ltd / Grange St Martins Limited have produced this Employment and Training Strategy to support the planning and listed building consent application for a mixed-use redevelopment of the former Central Saint Martin's site in Holborn. This Strategy will provide the framework which will outline how the Owners will identify employment opportunities, commission customised training, work with new employees ensuring effective transition into work and outline the initiatives to target local individuals.

### **About the scheme**

2. The description of development project is as follows:
3. External alterations and internal refurbishment to the Grade II\* Lethaby Building to create in part a 104 superior bedroom and suites hotel and the partial demolition and extensions both above and below ground level of the existing 1960's buildings to create a new hotel facility of 323 superior bedrooms and a multifunctional conference space. Flexible ground floor and basements uses including retail uses (Use Class A1/A3/A4), office (Use Class B1), and a range of educational and cultural uses including exhibition hall, lecture hall, screening room, spa and health club with swimming pool. Creation of a new residential block (Theobalds Building) and re-instatement of former Orange Street which leads diagonally north-westwards from Red Lion Square to Theobalds Road. The Theobalds Building is currently anticipated to provide a cultural use (Use Class D1) at ground and first floor level and approximately 34 affordable housing units (Use Class C3) above, together with associated highway improvements, public realm, landscaping, cycling parking, bin storage and other associated works
4. The scheme proposes a 427 bedroom hotel scheme with 104 superior bedroom and suites in the former Grade II\* listed Lethaby building and a further 323 superior bedroom located in a refurbished 1960's building. This hotel scheme will be constructed on the site following partial demolition, remodelling, refurbishment and extension of the existing buildings.

## **2 Goals and objectives**

5. This Strategy will look to meet the obligations of the Owners of the site with the London Borough of Camden. – The proposed Owners Obligations and specifically relates to Section 4 of this schedule – Employment and Training Strategy.
6. To ensure the Strategy is target driven, the Owners will:
  - Identify employment opportunities across the site during the course of construction and post completion;
  - Commission customised training initiatives within the hotel
  - Work with new employees of the hotel to ensure an effective transition into work
  - Outline the initiatives to target local individuals
  - Conduct over a prolonged period a series of bespoke in house vocation and jobs specific training courses
  - Thereafter make arrangements for implementation
7. This Strategy will also outline how the end users will insofar as reasonably practicable:
  - Engage with local employment brokerage services to advertise job opportunities in the first instance
8. Advertise and promote job opportunities within the Council's administrative area, Greater London and the UK.

## **The Proposed Development**

9. The Proposed development could help tackle London's high youth (16-24) unemployment rate which stands at around 9.5% (footnote 1) in Inner London compares very unfavourably with 25-64-year olds at only 4.2%. What is more a recent report by London Youth (footnote 2) highlighted that there is an issue of a large population of employable young people 'hidden' from these statistics.
10. The hospitality sector is a major employer in London, particularly of young people and with entry level employment opportunities. Overall the Hospitality sector represents 10% of the workforce (footnote 3) the 5th ranked employer in the Capital and indeed with 568,000 jobs represents 18% of the national hospitality workforce.

11. While London's unemployment rates are low by historical standards (4.5%), it compares unfavourably with the rest of the UK (4%). Two structural issues contribute to unemployment and to poverty: skills shortage vacancies and limited progression opportunities from lower tier jobs. These issues are exacerbated by historically low levels of employer investment in workforce training and apprenticeships. The result for many is the inability to participate in London's economic prosperity. The large London hospitality sector dependency on EU migrants and labour to fill those skilled level job will have to change due to the UK withdraw from the EU and the recently published changes to visa rules for migrants. However this dependency may change to accommodate temporary workers from the EU under posted worker schemes.
  
12. The Owners will tackle employment and training issues in a pro-active manner feeding on their almost 40-year wealth of experience in employment and training in the hospitality sector. It has promoted substantial in house training including management training, courses for non-graduate and graduates alike. The wealth of experience built up by the Owners is reflected in a substantial number and range of bespoke training courses instigated and promoted by their HR and management departments. It has also substantially participated in employment training schemes particularly in hospitality areas provided by independent organisations and contractors such courses include CITB training schemes, licensing programmes, advance level food and hygiene courses, plant and machinery diplomas, City & Guilds skill courses, software and IT network courses and Nebosh and gas safe qualification courses. Due to its proactive training actions the Owners have achieved high staff retention rates for skilled and semi-skilled employees in the hospitality sector and have promoted internally or by word of mouth without resorting to agencies or wide scale advertisement.

## **Employment initiatives/opportunity during the construction phase**

### **Site logistics and Office**

13. The Owners via the chosen Contractor will work with the Kings Cross Construction team to source construction jobs. The Contractor will use reasonable endeavours to ensure that 20% of the construction workforce is from Camden. The Owner will contribute to construction training initiatives. A range of jobs are possible including site security which is good for entry level roles. In terms of apprentices the logistics

contractor appointed will be requested to use their apprenticeship levy vouchers to put locally based individuals through management qualifications. The set up and installation of the site welfare, canteen and contractor's office also provide an opportunity to support local individuals on the project. It also presents an opportunity to have individuals employed for the entire duration of the project.

14. Welfare facilities would be provided on the Site and would include toilets, washing and changing facilities and a canteen with a fully operating kitchen. These all provide good opportunities for not only entry level jobs but also potentially a locally based catering company or training college.
15. Site offices for the Main Contractor and sub-contractors would also be provided together with the requirements of the consultant team. These offices would provide good opportunities for reception staff, secretarial staff, and entry level professional roles including document controllers, assistant quantity surveyors, assistant project managers, supervisors and foreman.
16. Local employment opportunities
  - Logistics operatives
  - Canteen workers
  - Security/CCTV management
  - Traffic marshals
  - Logistics operatives/Labourers
  - Welfare/Cleaner
17. Apprenticeship opportunities
  - Logistics management
  - Document control
  - Quantity Surveying
  - Project Management
18. It is anticipated that in line with every £3m of construction cost there would be 55 construction apprentice jobs created. When the hotel scheme is completed and the hotel itself is fully operational the owners will commit to creating 3 apprentice jobs for London Borough of Camden residence for a period of at least one year which will enable them to attain a vocational or craft qualification with either in house or day release training.

19. Local employment opportunities

- Engineers
- Specialist piling operatives
- Piling plant operatives
- General construction labour and skills construction tradesmen and apprentices.

20. Apprenticeship opportunities

- Engineers (Higher Apprenticeships)
- Steel Fixer
- Construction and Civil engineering
- Ground worker
- Construction Site engineer technicians
- Engineering construction erector/rigger
- Construction operations
- Construction Piling operations
- Construction skilled trade persons.

**Substructure Works**

21. There are a range of job opportunities including:

22. Local employment opportunities

- Modern methods of construction.

23. Apprenticeship opportunities

- Skilled Construction operations.

24. Future apprenticeship opportunities (These standards are still in development)

- Structural steelwork erector.
- Structural steelwork fabricator.

25. Recommendations

- Review PQQ/ITT submissions.
- Provide advice to supply chain on the opportunity to address their skill gaps.

## **Façade/Curtainwalling**

26. Façades are another area where the specialist nature of modern methods of construction present challenges for local employment and apprenticeships. It is envisaged that there will be a selection of: unitised cladding systems for the tallest buildings, glazing, standard brick and glazed brick in a number of combinations. This presents an opportunity to engage with the local training providers and make the necessary introductions for them to establish relationships which within the medium to long term could enable the training linked to the installation of their systems to be delivered locally.
27. This project will provide different types of employment and training opportunities within the shell and core elements of the work and the fit-out elements of the project. During the shell and core elements of the project there will predominately be opportunities within building the structure and envelope. The extent of the opportunities will be dependent upon the manufacturers and suppliers used to undertake this work. Many of the companies undertaking this work have warranties linked to the installation of their systems which may provide opportunities for short courses for local residents.
28. This stage of the project will also include the installation of the HVAC or plant support for the system. These Core building services relates to the installation of central or communal transportation systems, water systems, fit-out of common areas, central mechanical and electrical systems including HVAC. This stage of the project will provide an opportunity for mechanical & electrical apprenticeships and also will provide an opportunity for locally based individuals to undertake this work. From an end user perspective there also exists opportunities in the maintenance of these systems from the Facilities Management provider appointed or used.
29. Apprenticeship opportunities
  - Building services design technician.
  - Project controls technician.
  - Digital engineering technician.
  - Building services engineering ductwork installer.
  - Building services engineering service and maintenance engineer.
  - Building services engineering ventilation hygiene technician.
  - Digital engineering technician.
  - Air conditioning engineer.

30. Future apprenticeship opportunities (These standards are still in development)

- BEM (Building Energy Management) system control engineer.
- Building services design technician.

### **Fit Out**

31. The owners, tenants and licensees will then fit-out the building's in accordance with their corporate and operational needs. The specification of items such as ceiling finishes, raised floors and the zoning of local services are not typically finalised until the space undergoes final fit-out according to the owner's, tenant's and licensee's specification and are liable to change.

32. Local employment opportunities

- Drylining.
- Ceilings and plastering.
- Electrical.
- Plumbing.
- Air conditioning.
- Carpentry.

33. Apprenticeship opportunities

- Drylining.
- Ceilings and plastering.
- Electrical.
- Plumbing.
- Air conditioning.
- Carpentry.

### **Employment initiatives/opportunity in the operational phase**

34. In order to maximise the employment and training benefits arising from the new Hotel, retail, office and cultural space the Owner will seek to embed this approach within the hotel HR strategy. The Owner, tenants and licensees will use reasonable endeavours and provide in their procurement a commitment for many types of training including:

- Pre-employment training for entry level roles – supporting local residents to gain entry level roles.



- Training to meet skills gaps. The Owners will support individuals into the short courses which address skills gaps e.g. Front of House.
35. To achieve results in local employment and training, a clear understanding of employer demand is required. This will be matched by processes that support a local supply of labour. An assessment of employer needs will also inform the training interventions that will best support the local community to improve employment opportunities.
36. The Owner will work with Camden Council's economic department to advertise job opportunities to local people in the first instance. The early identification of the workforce required to operate the Hotel scheme with its associated uses is vital to ensure that employment and training targets and objectives are achieved. By mapping the number of individuals and skill levels needed for the full operation of the Hotel scheme, interventions can be targeted to give local residents the best opportunities to gain access to employment and training.
37. We recognise that, by providing London Borough of Camden with the skill and labour requirements of the Owner, the London Borough of Camden and its strategic partners are presented with the greatest opportunity to prepare local residents for targeted employment opportunities. Notification of all opportunities, whether they be apprenticeships, job vacancies, work experience placements may be informed to the London Borough of Camden and its associated job brokerage associates. Based on the Owner's previous experience it is anticipated that the proposed hotel element of the scheme will provide up to 500 full and part time employment opportunities in its fully operational phase. This figure is based on the Owners experience of operating a similar sized 5\* luxury hotel in Central London. Additional employment opportunities are also proposed for the different ground floor use classes. Further information is contained in the Regeneration and Cultural Strategy.
38. It is envisaged that the following job opportunities will be available in the hotel:
- Doorman
  - Porter
  - Concierge
  - Spa Staff
  - Gym Staff
  - Catering staff
  - Sales

- Security
- Bar staff
- Cleaners

39. Apprenticeship opportunities:

- Fitness Instructor
- Leisure Operations
- Personal Training
- Business Administration
- Customer Services
- Sales
- Housekeeping
- Food & Beverage Service
- Professional Cookery
- Food Production & Cooking
- Kitchen Services
- Electrical, plumbing and air conditioning engineers
- Maintenance staff.

40. The Owner will commission customised training where necessary. This will look to utilise the Apprenticeship Levy vouchers then currently available and the additional funding provided by others such as college and trade partners.