

# MURPHY'S YARD

AN APPLICATION BY FOLGATE ESTATES LIMITED



## EMPLOYMENT AND TRAINING STRATEGY

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**Employment & Training Strategy**

**Introduction**

This Employment and Training Strategy for the redevelopment of Murphy's Yard sets out intentions for both the construction and operational phases of the site.

J Murphy & Sons Ltd (JMS) are an associated but independently run company to Folgate Estates Ltd. The intention is for JMS to undertake some, but not all, of the construction works on site. JMS' exemplar training and inclusive employment policies will set a good example for other contractors delivering construction works on site.

Folgate Estates will have in place an Estate Management plan prior to commencement of the development of phase 1. As the scheme progresses, the estate management team will be expanded to ensure that the various systems that have been put in place to manage the development as it matures work effectively and efficiently. Near to completion of the entire development an on and off site team will have been fully established to oversee the entire scheme into the future so that it is safe and secure maintaining a high quality environment and co ordinating the day to day management. As part of their remit, it is proposed that they work closely with the Gospel Oak Job Hub (GOJH) and the businesses on site to maximise employment opportunities for locally based people.

**J Murphy & Sons Ltd**

JMS are leading the industry with their inclusive employment and training opportunities and policies. JMS are on the Mayor's Construction Board and were a lead employer in the development of the GLA's Inclusive Employers Toolkit which aims to help companies increase recruitment, retention, and progression of young Black men within their workforces.

JMS were the first contractor to sign up to the government's Kickstart programme. JMS piloted the Inclusive Employers toolkit during the recruitment processes for Kickstart and have seen great results.

They are also actively involved with the GLA as part of their Workforce Integration Network in a project aimed at more inclusive recruitment in construction. This will extend the work using the Inclusive Employers Toolkit to all other underrepresented groups, both internally and externally

Fifty-two (52) new recruits will be joining Murphy in 2021 as part of its commitment to supporting the government's Kickstart Scheme, attracting more young people into the sector, and increasing diversity. 25% of the recruits so far are from a BAME background. A second phase of Kickstart will start in June 2021. This time it will be focusing on opportunities for those facing unemployment as a result of other sectors being badly hit by the pandemic who may be interested in retraining for a functional role in construction.

JMS have taken the Kickstart initiative one step further by offering the placements the chance to take up permanent opportunities in operational roles once the initial six-month placement finishes. On site there is currently a dedicated training area for apprentices.

JMS have an Employability Support programme which has been designed for the Kick-starters. This is typical of the type of bespoke support they provide not only to Kick-starters but ex-offenders, ex-military recruits etc who they engage through other programmes. Such support is delivered by their internal Social Value Advisers or equivalent.

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As part of the Murphy's Yard development, JMS would look to use not only their existing channels but others within the supply chain and local communities to identify and support as many opportunities as possible.

A dedicated training space used for operational and other types of training, including for apprentices, is currently on site at Murphy's Yard.

JMS utilise several channels to recruit into apprenticeship roles across the UK. In London particularly JMS work with local colleges and training providers to source local talent. In addition, work experience placements are provided to local students, and working closely with schools and colleges to achieve this. These individuals have often progressed onto permanent employment on an apprenticeship programme. There are social value commitments across many of their London projects in partnership with local boroughs which encourage working with organisations assisting young people into employment.

The pandemic meant that JMS moved all its work experience programmes online through virtual work experience (VWEX). VWEX is run by JMS' Social Value Co-Ordinator with support from the CPD team and their Fairness, Inclusion and Respect Partner. Over the next two years JMS intends to widen the reach of their VWEX programme, making a national programme involving all their projects, holding virtual insight days targeted at both graduates and KS4 students and virtual recruitment days allowing them to target specific cohorts of communities and expand their employee diversity.

In addition to their exemplar employment and training initiatives, JMS also have an admirable sustainability agenda. JMS has recently launched a new sustainability strategy, with a 2030 net-zero target and an aim to be net positive – removing carbon – by 2050. As part of this, they will invest £75m over the next five years in new environmentally friendly plant and vehicles.

### **Construction Phase Commitments**

As detailed above, JMS have a vast range of initiatives already in place for training and inclusive employment across the business, however they are unlikely to be undertaking all the construction works on site. Where JMS are involved in delivering the scheme, they will be continuing to deliver their programmes as outlined above. Although it will not be possible to enforce JMS' policies on contractors undertaking the remaining work, their exemplar standards will set a good example for other contractors alongside them delivering the project. Many contractors who would be able to undertake building of the nature required at Murphy's Yard have, from their public statements, similar or evolving policies in place.

Therefore, from discussions with LB Camden Officers and the Gospel Oak Job Hub, the following commitments and initiatives are proposed for the construction phase of the development:

- Recruit a target of 165 construction apprentices, paid at the recommended wage, and pay the Council a support fee of £1,700 per apprentice. Recruitment of non-construction apprentices should be conducted through the Council's Economic Development team.
- Primary contractor to sign up to STEAM objectives/initiatives
- Regular and ongoing engagement with local schools and other educational organisations to promote awareness and interest in all elements of construction industry with a commitment to two days per quarter to involve students in construction activities etc.
- Local recruitment – commitment to regular and ongoing engagement with Inclusive Economy team to ensure that wherever possible we are employing local people. 20% target for non-technical jobs to be filled locally. Vacancies provided to LBC (or nominated workspace function e.g. GOJH).

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- Local Procurement Strategy for construction stage supply chain (to include targeting high ratio of SMEs). Sign up to the Camden Local Procurement Code to work towards a local procurement target of 10% of total procurement value and include promotion of local businesses to construction workers
- Construction Charter (as explained above).
- Advertise all construction vacancies and work placement opportunities exclusively with the Gospel Oak Jobs Hub for a period of one week before marketing more widely.
- Circa 100 two-week work experience placements for local residents

### **Operational commitments**

Meetings have been held with the Gospel Oak Job Hub to discuss both construction opportunities and long-term opportunities with the businesses coming into the site.

Discussions are ongoing on the best communication initiatives to inform local people of job opportunities at Murphy's Yard and how follow through leading to the employment of suitable candidates can be achieved in practice.

Both Folgate Estates and the Gospel Oak Job Hub are keen to foster collaborative working relationships with businesses on site with the preference of a carrot as opposed to a stick approach to enable this. Targeted occupiers will be mostly SMEs. Many will be specialist businesses, having limited workforce without a human resource function. The challenge will not be the principles involved with the initiative but continued engagement with the local community, existing and new occupiers. JMS are an example of a Multinational Corporations (MNCs), that have well equipped teams internally to manage and resource training. The Estate Management function which will be significant, but by its responsibilities will have an influential presence in the local community take on the role of coordinating employment of suitable local people within the development. Whilst this will currently be the Gospel Oak Job Hub it will not be limited to them. The initiative has the combined ambition of attracting suitable businesses to the development to make the project successful not least by being a positive impact on the local economy but also harnessing strong relationships with the local community including the employment of local people wherever possible.

We propose that the Estate Management function has a strong and close working relationship with the Gospel Oak Job Hub to be the conduit of new businesses coming onto the site to maximise local employment opportunities. The Estate Management Team, with the Gospel Oak Job Hub will inform and educate businesses on site of the opportunities of local employment, with initiatives such as events for new businesses to understand what the Gospel Oak Job Hub does, how it works and in turn for the businesses on site to explain their line of business, sharing skill forecasting and tours around their premises for local people to understand what the businesses on site do, in order to break down barriers to employment opportunities.

An agreed charter could encompass:

- Employees on the development paid London Living Wage, where possible
- Advertise vacancies in partnership with Good Work Camden, Gospel Oak Job Hub, and other relevant local employment organisations.
- Promote employee mentoring and volunteering within Camden.
- Opportunities to attend job fairs to promote opportunities to locals.
- Providing supported employment opportunities - e.g., supported internships.

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- Support the objectives of the Camden STEAM Commission in raising young people's ambitions.
- Ensuring local people benefit from roles coming forward by targeting local labour in the end-use phase, arrangements to share vacancies with Camden before going externally, facility to support recruitment on the development.

The following obligations will be controlled by the estate management company to ensure that end users comply with these overarching requirements, to be ultimately controlled by Folgate Estates:

- Offering newly created jobs initially to local residents first through collaboration with LBC Inclusive Economy team and GOJH.
- Creating local apprenticeship opportunities through collaboration with LBC Inclusive Economy team and GOJH.
- Supporting mentoring opportunities for young local residents
- Supporting local volunteering programmes
- To pay the London Living Wage
- If a workspace manages the space FM jobs are initially offered to local residents
- Submission of an Employment and Training Plan setting out a package of measures to maximise local end user employment opportunities within the Development and to satisfy the obligations contained for a period of 8 years. Plan to be formulated along the following initiatives:
  - the promotion of the Camden STEAM Commission objectives amongst end users and occupiers of the Development;
  - to secure a minimum target of 10 rolling end use apprenticeships for the development (or similar arrangements in the event that the government's apprenticeships scheme changes) with an annual recruitment target of 3 with such apprenticeships to be paid at least London Living Wage as set out at <https://www.livingwage.org.uk/calculation> and with apprenticeship standards of a level no higher than Level 4, and targeting qualifications related to the sectors of research, science, media, culture, computing, industry or health or are demonstrated to be complementary or directly supporting those disciplines, such apprenticeships to be filled by persons aged sixteen (16) or older attending or associated with state schools/colleges within the London Borough of Camden and:
  - arrangements to secure at least 10 end-use work placement opportunities from the development for pupils aged 16 years or older at Local Schools (including colleges within the London Borough of Camden) of not less than 1 week each, to be recruited either through the Council's Inclusive Economy team or directly with Camden state schools/colleges which shall be for a period of no less than 15 years following first Occupation of the Development;
  - Setting out how the Employment and Training Plan (End Use) would aim to improve career opportunities amongst End Users for Camden's young people, in accordance with the STEAM aims and objectives;
  - Support the Good Work Camden programme by:
    - Joining the Inclusive Business Network and committing to provide supported employment opportunities such as supported internships
    - Advertising vacancies in partnership with Good Work Camden and its relevant local employment support providers to create pathways into knowledge economy jobs
    - Committing to attend job fairs to promote opportunities to local residents
  - Join Camden Climate Change Action and support local circular economy
  - Pop up events at Kentish Town and Gospel Oak to ensure local residents are aware of the scheme's key deliverables
  - Advertise vacancies in partnership with Good Work Camden, Gospel Oak Job Hub, and other relevant local employment organisations.
  - Promote employee mentoring and volunteering within Camden
  - Attendance at job fairs to promote opportunities to locals

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- Working with Gospel Oak Job Hub, to support employment opportunities - e.g. supported internships
  - Commitment to working with Camden's Inclusive Business agenda to improve recruitment practices and address labour market inequalities.
  - Support the objectives of the Camden STEAM Commission in raising young people's ambitions
  - Link businesses to corporate volunteering opportunities, with local schools, community groups etc.
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- Controls and management arrangements over the market office floorspace to ensure appropriate provision for SMEs and local businesses. (Refer to accompanying office controls note for details).
  - Collaboration and partnership with local organisations to secure construction and operational stage employment opportunities, including Gospel Oak Job Hub ("GOJH") and Good Work Camden, with the following commitments (to be read alongside commitments above relating to the Local Employment and Engagement Charter):
    - Space on site for a job hub and brokerage service
    - Promote initiatives for new businesses on site to provide corporate volunteering opportunities to support local people into work.
    - Promote initiatives for new businesses on site to provide information/briefings on their businesses, what they do, what skills they look for to give local people an understanding of what they do to break down barriers for local people to have the confidence and understanding of what roles entail.
    - On site companies to input into future skills forecasting to enable local people to best equipped and qualified for future roles.
    - Promote work experience and internships with the new businesses on site.

A presence on site, accommodated within some of the community space has been offered which the Gospel Oak Job Hub and Good Work Camden are considering.

Murphy's Yard has the potential to create thousands of new jobs. Folgate Estates are committed to maximising the employment and training opportunities for the local community in order that they are fully integrated into the scheme and also benefit first-hand from the opportunities this new scheme has to offer.