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1. Introduction

This document sets out the Employment, Training and Procurement Strategy on behalf of Vistry Partnerships in relation to the construction of the Belmont Street development, to demonstrate the Section 106 compliance for the delivery of employment, training, and procurement opportunities to the local community.

It will outline an understanding of the requirement, explain the delivery strategy, and discuss partnering arrangements, advertising plans and reporting methods.

2. Background

Vistry Partnerships

“Delivering homes and revitalising communities is at the heart of what we do. Working with local authorities, housing associations and investors, we create lasting partnerships and deliver vibrant, sustainable places to live. As a leading regeneration specialist, we have offices throughout England and a strong national footprint. With over 100 sites currently in production, we are recognised as an innovative and collaborative industry leader focused on creating as many new homes of all tenures as possible.

We provide dedicated expertise to focus on delivery and our extensive skills and experience enables us to offer efficient solutions to the most complex challenges.

We are a hybrid business fusing partner delivery programmes and mixed tenure housing delivery. Most of all, we have the people who are committed, experienced in the regeneration sector, knowledgeable of the housing delivery models of Registered Providers and local authorities, and who have the ability to identify solutions to realise our partners’ visions.

Our strong, regionally-focused businesses are supported by national investment, creating depth in our resources with one of the strongest balance sheets in the sector.”

The Development: Belmont Street

London Borough of Camden
Ward Map, 2002-present



The Belmont Street development is located within the London Borough of Camden (Map of the Borough is to the left) – the Borough is made up of the following postcode areas; NW1 NW2 NW3 NW5 NW6 NW8 W1 W9 WC1 WC2 N6 N7 N19 EC1.

Belmont Street is set to transform the former Charlie Ratchford Resource Centre. The scheme will deliver new mixed tenure homes within the borough.

Located within the heart of Camden and straddling Belmont Street and Crogsland Road. The design concept focuses on connectivity and permeability, complementing the existing residential infrastructure.

The predominantly brick and stone banding design creates strong street-based frontages to the existing urban context. This will be coupled with new soft landscape areas within the courtyard area

115 new homes – 26no of which will be affordable housing and 89no private housing.

The Team

During the duration of this development several key individuals will remain part of the Vistry Partnerships team to ensure the successful delivery of the skills, employment, and procurement obligations.

There will be an Associate Director, Brett Fennell who is responsible for ensuring all disciplines are working together to deliver the scheme as programmed. Much of this work is preconstruction and involves working with each discipline along with all other stakeholders to prepare the way forward ahead of starting on site.

The onsite team will be led by the Project Manager Dan Nichols and Senior Site Manager Ryan Stevenson who will be supported by the technical, commercial and sales teams, each of which understand we must fulfil our commitments under this S106 Initiative.

Our Training Manager Thomas Paul will be appointed to oversee the delivery of this strategy throughout the lifespan of the development.

3. Section 106 Schedule Six

In the Section 106 planning agreement for Belmont Street, it includes the following relevant requirements:

4.9 EMPLOYMENT AND TRAINING PLAN

- 4.9.1 Prior to the Implementation Date to submit to the Council for approval the Employment and Training Plan.
- 4.9.2 Not to Implement nor permit Implementation until such time as the Council has approved the Employment and Training Plan as demonstrated by written notice to that effect.
- 4.9.3 To ensure that throughout the Construction Phase the Development shall not be carried out otherwise than in strict accordance with the requirements of the Employment and Training Plan and not to permit the carrying out of any works comprised in demolition or building out the Development at any time when the requirements of the Employment and Training Plan are not being complied with and in the event of non-compliance with this sub-clause the Owner shall forthwith take any steps required to remedy such non-compliance.

4.12 LOCAL EMPLOYMENT

- 4.12.1 The Owner shall work in partnership with (i) the King's Cross Construction Centre; and (ii) take the following specific measures during the Construction Phase to ensure:-
 - a) Construction Industry Training Board benchmarks for local employment are met or exceeded when recruiting construction-related jobs;
 - b) all contractors and sub-contractors provide information about all vacancies arising as a result of the Construction Phase of the Development to the King's Cross Construction Centre;
 - c) the King's Cross Construction Centre is notified of all vacancies, arising from the building contract for the Development for employees, self-employees, contractors and subcontractors;

d) advertising of all construction vacancies exclusively through Kings Cross Construction Centre for a period of no less than one week before promoting more widely;

e) that the King's Cross Construction Centre is supplied with a full labour programme for the lifetime of the Development (with six-monthly updates) demonstrating (i) what skills and employment are needed through the life of the programme, and (ii) measures to ensure that these needs are met as far as possible through the provision of local labour from residents of the London Borough of Camden; and

f) the Council is provided with a 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.

4.12.2 The Owner shall ensure that at all times during the Construction Phase no less than 8 apprentices shall be employed at the Development always ensuring each apprentice shall be

(i) recruited through the Kings Cross Construction Centre.

(ii) employed for a period of not less than 52 weeks where achievable; paid at a rate not less than the London Living Wage.

(iii) the Construction Apprentice Support Contribution (based on each individual apprentice placement) has been paid in full.

4.12.3 The Owner shall ensure that during the Construction Phase no less than 15 work placements and/or work experience opportunities are provided at the Development.

4.12.4 Notwithstanding the provisions in clauses 4.12.2 and 4.12.3 (above) of this Agreement, during the Construction Phase the Owner shall provide training opportunities on site for employees resident within the London Borough of Camden and to provide a six-monthly statement setting out the details of candidates employed to Kings Cross Construction.

4.12.5 On or prior to the Implementation Date to pay the Council the Apprentice Support Contribution in full

4.12.6 Not to Implement or permit Implementation until such time as the Apprentice Support Contribution has been paid to the Council in full.

4.12.7 If the Owner is unable to provide the apprentices in accordance with Clause 4.12.2 of this Agreement for reasons demonstrated to the satisfaction of the Council it shall:

a) forthwith pay the Council the Construction Apprentice Default Contribution in respect of each individual apprentice placement not provided; and

b) shall not Occupy or permit Occupation until such time as the Construction Apprentice Support Contribution (based on the each individual apprentice placement) has been paid in full.

4.13 LOCAL PROCUREMENT

4.13.1 Prior to Implementation to agree a programme during the construction of the Development to provide opportunities for local businesses to bid/tender for the provision of goods and service to the Development in accordance with the Council's Local Procurement Code.

- 4.13.2 On or prior to Implementation to meet with the Council's Economic Development Local Procurement Team (or any successor department) at least one month before tendering contracts to agree the specific steps that will be taken to give effect to the Local Procurement Code.
- 4.13.3 To ensure delivery of a minimum of one supplier capacity building workshops/"Meet the Buyer" events to support small and medium enterprises within the London Borough of Camden to tender for the construction contracts in relation to the Development to include organising, supporting and promoting the event as well as provision of venue and refreshments for the events;
- 4.13.4 To ensure that throughout the construction of the Development shall not be carried out otherwise than in accordance with the requirements of the Local Procurement Code and in the event of noncompliance with this sub-clause the Owner shall forthwith take any steps required to remedy such non-compliance.
- 4.13.5 To provide opportunities for local businesses to bid/tender for the provision of facilities management services and other post construction supply of goods and services.

<i>Local Resident</i>	<i>means resident of the London Borough of Camden</i>
<i>Local Companies or Suppliers</i>	<i>means companies, organisations or individuals primarily based in the London Borough of Camden</i>

4. Our Goal

The Goal for this Employment, Training and Procurement Strategy is to ensure that throughout the preparation and construction phases of the site, local people have access to jobs, training opportunities and apprenticeships, and employers can access a suitably qualified, skilled and experienced workforce. Local Companies, Suppliers or Individuals will also have access to supply chain opportunities. The Strategy also aims to engage local school children, raising their aspirations and attainment.

To deliver this Vision we recognise the need to work with a range of stakeholders, including public and voluntary and community partners.

5. Actions to deliver the Section 106 Objectives

To achieve our goal and the S106 targets we have set out below a series of actions planned to deliver these objectives. These actions will be managed by the Training Manager, with monitoring and evaluation taking place throughout the lifespan of the development. The following actions are planned:

- a) **The early establishment of Partners:** Partners will comprise of Vistry Partnerships, Camden Council, Kings Cross Construction Centre (KXCC) and others as appropriate.
- b) **Overall Coordination:** A dedicated member of staff will be appointed to oversee the delivery of this strategy throughout the lifespan of the development, reporting directly to Vistry Partnerships and Camden Council.

Employment

- c) **Contract obligations:** We will include contract clauses within our contracts to ensure that the Section 106 targets are passed down through the supply chain, and we will work with contractor and sub-contractors to ensure delivery of these targets. We will also regularly update contractors on these activities and oversee introductions to the KXCC at contract briefing and sub-contractor meetings. A requirement will also be placed

upon all contractors and sub-contractors to submit monitoring information to an agreed timescale. Contract example can be found under section 6 of this strategy.

- d) **Identification and notification of vacancies:** We will work across the supply chain to identify vacancies throughout the construction phase. At the earliest opportunity we will circulate vacancy notifications, using our job description template (or one designed in partnership with KXCC) and will monitor the outcome of this process. This will include the KXCC, local jobcentres, training agencies, agencies and others as agreed. Monthly subcontractor meetings can be held, where the KXCC representatives, and any other relevant partners, can attend to promote current training opportunities and gain an understanding of current and future workforce requirements.

An indicative program of works for Belmont Street to indicate what skills are required and when, a full program to be provided a later date (*dates are subject to change*)

- e) **Training:**
We will work with the KXCC and others as appropriate to deliver a combination of professional training and industry-recognised qualifications. We will work with KXCC and key stakeholders to identify and ensure delivery of appropriate training, achieving some form of industry recognised qualification.
- f) **Apprentices:** We will endeavour to create opportunities for 8 x apprentices (including shared apprentices) across the development. We will work with KXCC to meet our target.

Nr	Trade	Estimated Date
x1	Groundworker Apprentice	July 2022
x1	Bricklaying Apprentice	November 2022
x1	Carpentry Apprentice	May 2023
x1	Vistry Site Administration Apprentice	January 2023
x1	Mechanical Apprentice	February 2023
x1	Electrical Apprentice	February 2023
X1	Dry lining Apprentice	February 2023
X1	Decorating Apprentice	April 2023
Total	8	

- g) **School interactions:** Working with the council and key partners we will promote the construction industry as a career option through curriculum-based activities. A Vistry Partnership school programme can be found in section 6 of this strategy to highlight a full scope of what could be delivered. As a minimum Vistry Partnerships will deliver the following:

Activity	Measurement	Nr
School/College/University site visits	Nr of students	60
School/College workshops	Nr of students	100
Work experience 14-16 years	Nr of persons	4
Work experience 16+ years	Nr of persons	11

Local Goods and Services

- h) **Identification of supply chain opportunities:** We will provide the Council's Employment and Enterprise team with the tender schedule for the development, we will look to identify appropriate opportunities for local companies or suppliers, and work with the Council to identify how these opportunities can best be promoted.
- i) **Promotion of contract opportunities:** We will work with the Council to maximise opportunities for local companies or suppliers to access the supply chain. Where possible we will advertise and promote contracts locally. We will also make reasonable endeavours to ensure all sub-contractors also advertise all opportunities locally.

	Produce Tender By		Order Placement Date		Start on Site
Sub and Superstructure Concrete Frame	31/01/2022		16/05/2022		27/06/2022
Brick & Blockwork	19/04/2022		02/08/2022		25/10/2022
Roof Waterproofing & Finishes	02/06/2022		01/09/2022		01/12/2022
Architectural Metalwork	23/08/2022		22/11/2022		16/05/2023
SFS	01/03/2022		31/05/2022		25/10/2022
Roof Copings	06/12/2022		07/03/2023		25/07/2023
Sprinklers / Wet & Dry Risers	01/03/2022		31/05/2022		18/11/2022
Mechanical	01/02/2022		03/05/2022		18/11/2022
Electrical Services (Works)	18/01/2022		19/04/2022		18/11/2022
Smoke / Environmental Ventilation (Works)	18/01/2022		19/04/2022		18/11/2022
Pre-Fab Utility Cupboards (North Block)	18/01/2022		19/04/2022		18/11/2022
Lifts	05/07/2022		04/10/2022		14/03/2023
Lightning Protection	31/01/2022		02/05/2022		27/06/2022
Windows & Doors	22/03/2022		21/06/2022		13/12/2022
Glazed Walling System	22/02/2022		24/05/2022		13/12/2022
Metal Doors	12/04/2022		12/07/2022		13/12/2022
Cladding, Copings and Rainwater Goods	16/08/2022		15/11/2022		16/05/2023
BWIC	01/04/2022		01/07/2022		18/11/2022
Drylining	06/06/2022		05/09/2022		18/11/2022
Under Floor Heating	26/04/2022		26/07/2022		18/11/2022
Mansafe System /Abseiling	02/05/2022		01/08/2022		06/02/2023
Fire Protection	04/03/2022		03/06/2022		18/11/2022

	Produce Tender By		Order Placement Date		Start on Site
Screed	02/08/2022		01/11/2022		07/02/2023
Carpentry	03/05/2022		02/08/2022		21/02/2023
Kitchens (Excluding Appliances)	28/06/2022		27/09/2022		21/02/2023
Kitchen Appliances	12/07/2022		11/10/2022		21/02/2023
Soft Floor Finishes	04/10/2022		03/01/2023		21/02/2023
Wardrobes	02/08/2022		01/11/2022		21/02/2023
278 Roadworks/Services	19/07/2022		18/10/2022		10/10/2023
Decorating	21/06/2022		20/09/2022		21/02/2023
Ceramic Tiling	11/10/2022		10/01/2023		21/02/2023
Signage	27/09/2022		27/12/2022		21/02/2023
PVs	10/06/2022		09/09/2022		18/11/2022
Soft Landscaping	21/06/2022		20/09/2022		10/10/2023
Hard Landscaping	14/02/2023		16/05/2023		10/10/2023
Mastic	25/10/2022		24/01/2023		21/02/2023
Scaffolding	07/06/2022		06/09/2022		25/10/2022
Hoists	11/01/2022		12/04/2022		06/12/2022
Builders Clean (Inc. Sparkle)	08/11/2022		24/01/2023		21/02/2023


Dates shown above are for phase 1 only and subject to change. A full schedule will be provided separately.


With regards to all the above we will:

- j) Monitoring: Provide regular monitoring information to an agreed format. Council required equality information for local residents being recruited direct on site will be captured in through the induction process. This monitoring to include for example:
- number of employees in total employed on site
 - number of local people employed on site
 - number of local apprentices on site
 - number of curriculum engagements/activities
 - contracts advertised
 - number of local companies or suppliers sent tender enquiry or invitation
 - number of local companies or suppliers tendering
 - number of local companies or suppliers successful, and value of contract

6. Process and Monitoring Document Examples

Job Description





Vacancy Description		Trainee Scaffolder				
Employer Name		Benchmark Scaffolding				
Site Address & post code of location						
Deadline for CV's		<u>ASAP</u>				
Job/Apprenticeship Title		Trainee Scaffolder				
Qualification to be gained		COTs, Part 1, Part 2				
Name of College		TBC				
Contact details for company						
How many people do you want to recruit for this post?		1				
Candidates Residential Borough		Must live in Camden/Islington				
Wage/Salary		£78 p/d				
Hours/Days of work & start date		8am – 430pm (overtime available)				
Will the work include? Please tick each box which applies.	Evenings		Weekends		Nights	
			Occasional			

Job Description

Include:

- Main duties of the job
- Essential skills, experience & qualifications
- Desirable skills, experience & qualifications
- Equipment to be used
- Any additional information e.g., training, company benefits

The candidates will attend a COTS course inhouse, then a Scaffolders Labourers card will be applied for. They will then be placed on site and equipped with safety hat, boots, gloves, glasses and a Hi-Viz vest.

The candidates will have to be:

- physically fit
- have a head for heights
- good work attitude
- good time keeping

Duties will consist of:


- familiarisation of equipment
- carry, pass up and down the equipment
- follow instruction from the leading scaffolder
- report any issues to their manager

After 6 months on site, they will be considered to attend a part one scaffold course. After this course they will do a minimum of a further 6 months on site before they attend a scaffolder part 2 course.

CISRS Card Required

All equipment/tools will be provided by Benchmark Scaffolding


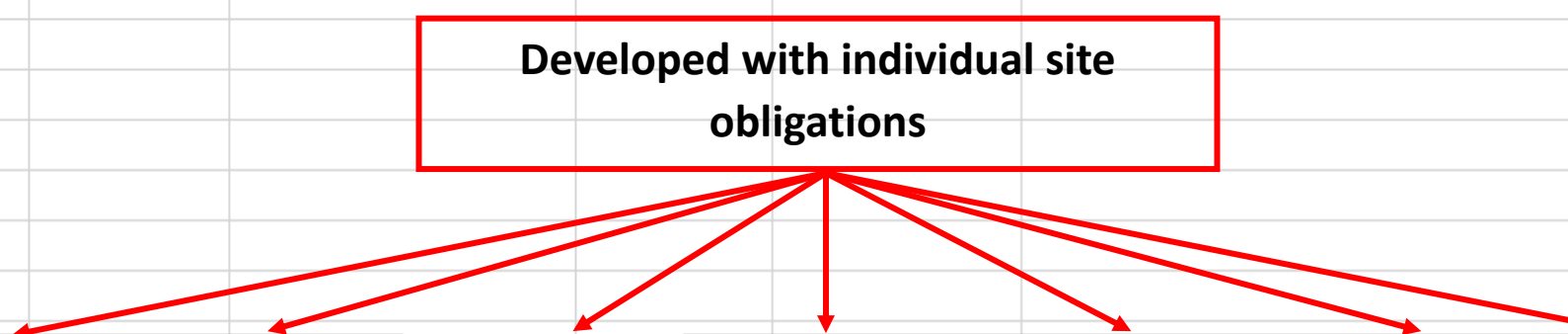
Contractor Obligations Agreement

		Vistry  Partnerships	
Development	Belmont Street		
Contractor			
Site Section 106 Obligations			
Contractor Obligation Statement	In tendering for this package the subcontractor is in agreement that they will show best endeavours in achieving the set out Skills and Employment obligations.		
Contractor Individual Obligations			
Focussed Borough	Resident or situated within the boroughs of Camden (priority)		
Expected time on site			
Estimated workforce no.			
Apprentice 1			
Apprentice 2			
Apprentice 3			
Apprentice 4			
Apprentice 5			
How to recruit	Agree available opportunities/apprenticeships with Thomas Paul. Develop JD's, recruitment strategy, email to KXCC (and partners)		
Monitoring	Camden have requested that monthly monitoring of local labour is completed on a monthly basis. Information to be reported against; Local Labour: Name, postcode, trade, employer, start date end date , sex, ethnicity, disability. (sensitive information is optional) Local Supply: works package, supplier name, postcode, referred by, value.		
Vistry Partnership Contact			
Council Contact			
Nominated agency (optional)			
Additional activities	Work Experience 16-18	Work Placement 18+	
	Careers Fair attendance	School visits	
	Other		
If ticked other please specify:			
This form has been completed by:			
Name		Signature	
Date			

Program of Works – Belmont Street

Date		Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23
Block A																				
Sub structure	11 weeks																			
Super structure	21 weeks																			
Façade	32 weeks																			
Roofing	10 weeks																			
Internals	41 weeks																			
Block B																				
Sub structure	11 weeks																			
Super structure	29 weeks																			
Façade	41 weeks																			
Roofing	10 weeks																			
Internals	49 weeks																			
Block C																				
Sub structure	11 weeks																			
Super structure	16 weeks																			
Façade	26 weeks																			
Roofing	10 weeks																			
Internals	41 weeks																			

Monthly/Quarterly Reporting Document

	A	B	C	D	E	F	G	H
1	Development:							
2	KPI EI2: Agreed employment targets for women (25) and BAME (50% of LL) groups							
3	KPI EI4: Use reasonable endeavours to secure a minimum of 20% local labour							
4	EI4						EI2	
5	Quarter claimed	Initials of resident	Full post code of resident	Name of Employer	Start date	Job Title	Ethnicity	Gender
6	Q1	NB		GB Card	13/01/2021	Project Manager	White	Male
7	Q1	GK		GB Card	18/01/2021	Machine Driver	White	Male
8	Q1	AD		Condicor	08/03/2021	Labourer	BAME	Male
9								
10								
11								
12								
13								
14								
15								
16								
17								
18								
19								
20								
21								
	<div>Developed with individual site obligations</div> 							
	Employment Related	EI1 - Jobs Advertised	EI4 - Local Labour %	EI2 EI4 - Local Labour	EI4 - Local Procurement	EI7 - Placement Weeks	EI8 - Course Delivery	EI9 - Apprenticeships ...

Schools Programme

Theme	Activity – Curriculum Related	Target Age	Learning Outcomes
Career Inspiration	Speakers from around Vistry Partnerships to inspire and encourage career progression	Primary	Academic/Vocational relevance to qualification
		Secondary	
		Post 16	
		SEN	
	Work 'taster' events such as games and competitions (Developer Days)	Primary	Academic or Vocational unit of accredited qualifications
		Secondary	
		Post 16	
		SEN	
Employability	Mentoring and supporting individuals, who would benefit from specific additional employment related support	Primary	
		Secondary	
		Post 16	
		SEN	
	Job Preparation, for example on: • Employer Expectations • Interview Preparation barriers to employment	Primary	Employability Related Work Focused
		Secondary	
		Post 16	
		SEN	
	Interactive Activity • Mock interviews • CV creation	Primary	Employability Related Work Focused
		Secondary	
		Post 16	
		SEN	
Curriculum Support	Feeding into classroom curriculum – sector led joint activity to bring employer relevance into lessons (medium to long term intervention with schools)	Primary	Academic or Vocational unit of accredited qualifications General or Sector Specific Academic Alignment with key skills achievement
		Secondary	
		Post 16	
		SEN	
Work Based Learning	Workplace visits to complement curriculum and introduce students to different aspects of the development and careers involved	Primary	Academic/Vocational relevance to qualification
		Secondary	
		Post 16	
		SEN	
	Work Experience Placements	Primary	Employability Related Work Focused
		Secondary	
		Post 16	
		SEN	
Miscellaneous	Developing other activities that involve schools and develop relationships, such as: • CCS Hoarding competitions • Design competitions • Community garden support	Primary	
		Secondary	
		Post 16	
		SEN	