

Abbey Area Phase 3

Employment and Training Strategy

London Borough of Camden

A report by Volterra Partners, May 2022

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1 INTRODUCTION

- 1.1 Volterra has been commissioned by Wates to produce an Employment and Training Strategy (ETS) for Phase 3 of the proposed Abbey Area regeneration project ('the proposed development') in Kilburn, London Borough of Camden (LBC).
- 1.2 The development description is as follows:

Demolition and redevelopment of Emminster and Hinstock blocks including Belsize Priory Health Centre, Abbey Community Centre, public house and commercial units to provide new residential accommodation (Use Class C3) and ground floor commercial space (Use Class E/Sui Generis) to be used as flexible commercial units, across three buildings ranging from 4 to 11 storeys, along with car and bicycle parking, landscaping and all necessary ancillary and enabling works.
- 1.3 The Community Investment Programme (CIP) is part of LBC's 15-year plan to invest in homes and facilities across the borough. The Abbey Area Masterplan, which consists of three phases, is part of the CIP. Wates is the council's construction delivery partner for the project.
- 1.4 Founded in 1897, the Wates Group is one of the leading privately-owned, construction, development and property services companies in the UK. Wates Residential develops housing schemes together with the public and the private sector, helping to tackle the UK's urgent need for new housing. As well as building and selling homes to the public, they provide affordable homes for social landlords, such as local authorities.
- 1.5 This ETS set out how the employment and skills opportunities that will be provided to during both the construction phase and eventual occupation of the building.

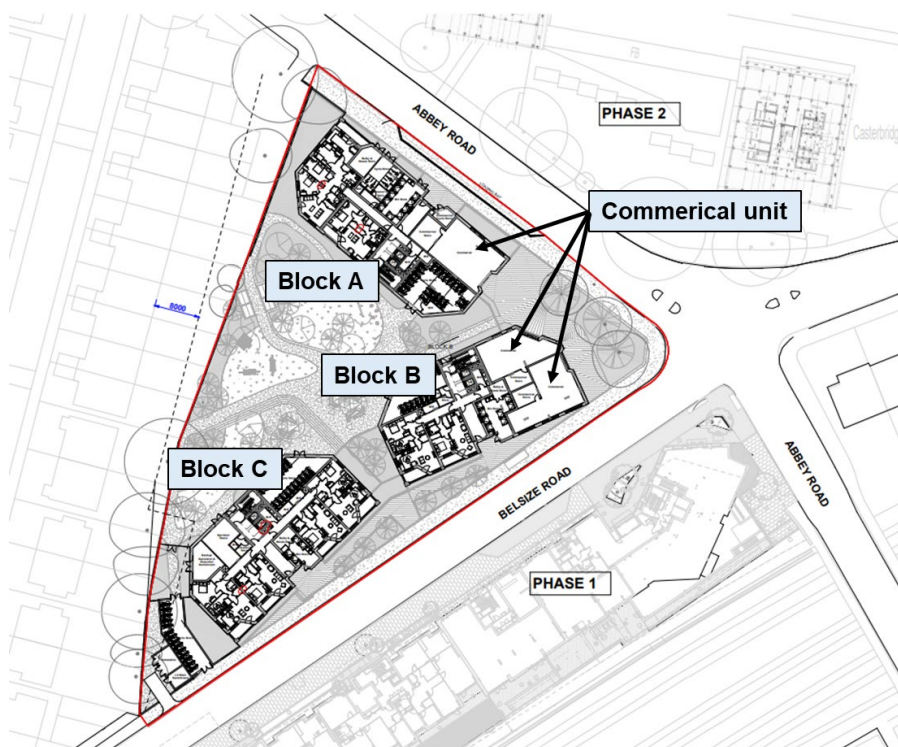
2 PROJECT CONTEXT

- 2.1 The proposed development, Abbey Area Phase 3, is the final of three phases of the larger Abbey Area masterplan. The first and third phases seek to provide new housing stock. Phase 1 was completed in 2018. The second phase re-provides the new community centre, health centre and creche that are currently on the Phase 3 site.
- 2.2 The site is located at the intersection of Belsize Road and Abbey Road in Kilburn ward. The site is in a highly accessible area, with a public transport accessibility (PTAL) rating of 6a. There are bus stops and train stations within walking distance, including Kilburn High Road overground station less than 400m away. The site is bounded by the Priory Road Conservation Area along its western boundary. It also borders two conservation areas: South Hamstead (to the north-east of the site) and Alexandra Road (to the south east of the site).

About Phase 3

- 2.3 This ETS concerns Phase 3 of the Masterplan. Phase 3 includes the demolition of the existing residential buildings, public house, health centre, community centre and retail units on site, and the redevelopment of the site. The health and community centre will be re-provided through Phase 2, which is due to be completed in summer 2022.
- 2.4 Phase 3 is a mixed tenure residential scheme providing 139 homes. The homes will be split across three blocks: Block A, B and C. The block heights will vary between four and eleven storeys. Block A will have one commercial unit on the ground floor and Block B will have two commercial units on the ground floor. Each commercial unit will be c. 100 sqm. All blocks will include cycle storage for residents. There will be improved public realm and a private communal garden to the rear which will include children's play space.

Figure 1 Commercial provision in Phase 3



Source: Pollard Thomas Edwards

Council requirements

- 2.5 Camden council require that an ETS be submitted with applications for residential developments of 10 or more units, or developments with a capacity of 1,000 sqm.¹ Phase 3 meets the first of these criteria.
- 2.6 The council requires that an ETS “highlight the opportunities that will be delivered and demonstrate how those Employment and Training requirements will be achieved both during and after construction”.¹

¹ Retrieved from [Employment and training strategy in planning applications - Camden Council](#). Accessed April 2022.

3 CONSTRUCTION PHASE

- 3.1 This section outlines the objectives, commitments and action plan that Wates (the construction delivery partner) and London Borough of Camden (the applicant) will employ for the construction phase of the proposed development.

Project objectives

- 3.2 Wates social value programme has many elements:
- A robust Employment and Skills Plan – summarised in this document
 - A proactive Communication and Engagement Action Plan – engaging with local schools and colleges to offer curriculum support in delivering workshops on the construction industry, sharing knowledge and increasing awareness of the diverse roles available within the industry, ultimately inspiring the engineers of the future
 - Supporting local businesses and people such as students studying construction qualifications by providing vocational advice and pathways to careers
 - Supporting economic development by building on inward investment on the local economy within Camden, particularly through procuring local services from small and medium enterprises (SMEs) and Social Enterprises (SEs)
 - A joined-up approach with their sustainability commitments
 - Clear roles and responsibilities with plans detailing how they will approach the delivery of the required outcomes and identify any additional outputs they consider achievable
 - Monthly reports highlighting progress against commitments

Track record

- 3.3 Wates recognises the importance of social value and is committed to a role that extends beyond simply building houses. Wates is ideally placed to deliver employment and skills with its long and successful track record of creating not just buildings but communities with lasting legacies.
- 3.4 The code in the figure below provides a link to Wates' Project Impact Report from Abbey Area 1, evidencing the impact that they have already had in the area.

Figure 2 QR code for Abbey Area 1 project impact report



- 3.5 Every penny invested must be spent effectively, delivering maximum benefits to people, communities and society as a whole, helping to create sustainable local economies. That's

why Wates applies an end-to-end targeted approach to employment and training, from ensuring they focus their efforts in providing local jobs, through to school engagements, pre-employment support and apprenticeship programmes. Wates forges the partnerships needed between private and public sectors to ensure that procurements upskill local workforces and support youth employment.

Key principles

Social value led

- 3.6 Wates will deliver social value as an integral part of the development. [Danielle Buckley](#), Wates Community Investment Manager supported by Community Investment Advisor, [Ria Morris](#), will lead on this key operational area and will have accountability for the compliance and delivery. They will be responsible for managing the training programme. Working closely with an onsite Community Champion; they in turn will forge outstanding working relationships with the authority team, educational providers and all other local agencies, supporting the authority customers to overcome barriers and challenges.

Working with partners to deliver targets

- 3.7 Wates' methods of delivery of all employment and skills initiatives are to build partnerships. Working with the authority, Employment & Skills Partnerships / Construction Advisory Groups leads and the Camden Kings Cross Construction Skills Centre in the first instance. These bodies will in turn highlight key stakeholders, E&S partnerships, local organisations and agencies. Once the mapping has taken place, Wates will create processes to support the advertisement and referrals of opportunities for the residents of Camden.
- 3.8 Wates will attend regular meetings with LBC providing progress updates, delivery status and reviewing monitoring forms ensuring compliance with the table of requirement targets. Wates will keep in close communication with LBC with upcoming programmes and their requirements. They will work closely with job brokerage teams, attend job fairs when required and assist in recruitment selection progress and taking part in interviews.
- 3.9 Recognising that the supply chain is key to delivery, Wates has a dedicated process to work with their sub-contractors before the final tender stage. The Community Investment Manager will create a table of requirements and calculate the targets against each sub-contract value. This will be discussed with sub-contractor's commercial team to add to the tender documents and discussed in a face-to-face meetings, to provide information and guidance. Guidance sheets will be amended in accordance with local references. A monitoring tracker review will take place. The employment and skills requirements will be included in the sub-contractor orders and prerequisite of the tender process.
- 3.10 Trades or occupational areas offering apprenticeship opportunities will be based around the core traditional building skills, ensuring that all trade areas are experienced, such as:
- Bricklaying
 - Carpentry including window fitting, kitchen fitting, first, second fix and finals.
 - Plastering including studwork erection, plasterboard fixing, insulating and plastering
 - Plumbing and electrical
 - Additional apprenticeships in decorating, tiling and groundwork
 - Wates also offers structured higher apprenticeships and a graduate scheme
- 3.11 The target outputs will be delivered by Wates, their supply chain and in partnership with key the authority stakeholders. Wates will ensure that all sub-contractors meet with key stakeholders / training providers, so all parties have a strong understanding of the requirements and obligations which are being asked of them.

Health and safety

- 3.12 Health and safety issues will be managed with full concise risk assessments and method statements will be in place for tasks, equipment and staff roles. Full site induction will take place with all operatives and visitors prior to entering the site. There is a specifically tailored induction for young and inexperienced people joining the site team. In addition to the inductions, there will be regular 'Tool Box Talks' given by the site trades supervisors to ensure each and every trainee fully understands the correct technique of carrying out their allotted tasks, before commencing that particular task. Supervisors and more experienced staff will be constantly monitoring and mentoring / coaching to guarantee they are competent and capable of carrying out the task in hand.
- 3.13 Each apprentice will shadow the site manager and Wates' health & safety and environment managers during their regular inspections of the site, to gain an improved understanding, increase their site health and safety knowledge, as well as capturing a broader awareness of safety requirements, obligations, and compliance.

A common understanding among sub-contractors

- 3.14 The ESP method statement and target outputs will be shared with all of the trade sub-contractors as part of the tender process. This will ensure all the requirements are discussed and agreed with eventual inclusion within the subcontract documents included in their contracts. It will be further enforced and cascaded down as plan of the 'plan right meeting'. These meetings are held with every subcontractor prior to commencing works and finalising contracts.

Monitoring

- 3.15 All trade subcontractors will be required to submit monitoring forms on a regular basis to Wates demonstrating their compliance with the ESP, providing progress updates, sharing successes, and highlighting any concerns. Wates will provide sub-contractors with a monitoring tool which they will be able to record their raw data easily. Wates will hold the responsibility of collating the data and the reporting tool will be submitted to the LBC team on a quarterly basis.

Engaging with local suppliers

- 3.16 Wates has a proven track record of exploring and engaging new supply chain members in the areas where they are operating. At the start of the development, they would work with the council economic growth team to identify construction businesses via their business network. Alongside this they would reach out to construction line to pull together a report of all LBC and surrounding borough members. After which, Wates would arrange for a meet the buyer event to take place, providing a platform to formally meet the suppliers and explore future tenders with them.

Employment and skills targets and approach

- 3.17 Wates has developed targets for the proposed development in partnership with LBC. Many of the targets will provide a range of opportunities from across the industry, from white-collar to trade roles.
- 3.18 The table below describes the primary social impact project deliverables. These figures have been calculated using the CITB client-based approach benchmarks – Band 7 based on the build cost of £36m.

Table 1 Output targets

Activity	Output targets
Work experience	20
New jobs created (Camden residents)	18
Total FTE employment (Camden residents)	65
Careers information, advice and guidance	9
Pre-employment / traineeships training	2 – 20 people
New apprentices (Camden residents)	14 (731 weeks)
Qualifying the workforce / upskilling	32
Spend with local suppliers (Camden) (£)	(20%) £7,200,000
Spend with social enterprise	£50,000
Meet the buyer events for Camden business and surrounding boroughs	2
Business training/support events (no.)	2

3.19 More detail on these specific targets is provided below:

- **Work experience placements:** Wates will provide 20 persons with the opportunity to take part in objective based work expenditure placements. They will work closely with schools, colleges, Kings Cross Construction Skills Centre and Inspire Education Business Partnerships to identify students to enrich their classroom learning whilst carrying out tasks agreed by their supporting organisations. These placements will enable the individual to gain a meaningful insight into the construction sector. Wates will work with local job centre (JCP) and the job hub in supporting to identify individuals who will benefit from a work experience placement.
- **Jobs created:** Wates will work with Camden council job hub, JCP, job shops/brokerage schemes and local employment vehicles to advertise for the 18 jobs and 14 apprentices created, with a preference to recruiting local labour.
- **Local labour:** Wates will work with their supply chain and aim to provide as a minimum 65 full-time equivalent (FTE) roles for individuals living in LBC. This accounts for 18 new jobs created, 14 new apprentices created, and 33 existing roles.
- **Construction careers, advice and guidance workshops / site visits:** Wates will work with local schools / colleges / universities and via the EBP to promote awareness of working in construction. Wates will attend 9 sessions (estimated total attendance of 90-180 people) aimed at increasing awareness of opportunities available within the industry, what it is like to work in construction and how to get into the industry. Wates will also offer professional support in employability skills.
- **Apprenticeships:** target of 14 new apprenticeships with formal training being undertaken by trainees/new entrants working on an NSAfC project. Training will follow a recognised syllabus of study which has been accredited / certificated by either an awarding body for that qualification or by the recognised issuing organisation. Wates currently works with their supply chain to offer apprenticeships. They offer higher apprenticeships and a graduate scheme, which is an extremely professional structured programme. Wates will work with KXCSC and college of North West London to provide the training for the apprenticeships and the JCP in supporting traineeships.
- **Qualifying the workforce:** Wates will monitor people gaining a nationally recognised qualification equivalent to level 1 or above and gaining industry certification. All staff are included within supply chain training plan at the start of their employment. Wates will carry out a skills survey to explore skills gaps and training needs. They will also work closely with their learning and development team in the implementation of training days and courses. Wates will ask the same from their supply chain.

- **Meet the buyer and local supply chain events:** Wates will:
 - engage with local supply chain to identify services that can be delivered by local SMEs / SEs
 - consider splitting larger packages to help engagement of smaller local businesses
 - work closely with LBC economic development and their business network together with ConstructionLine, their supply chain management tool, to identify local suppliers SEs and SMEs
 - run a minimum of 2 meet the buyer events, split into primary trade disciplines.
 - run several contract ready / business training/support workshops to build capacity. These will be aimed at businesses that attend the meet the buyer events and are not quite ready to trade with tier 1 contractors
 - measure and record all relevant metrics on a tracker reporting quarterly to LBC.

Additional objectives

- 3.20 There are significant opportunities to invest in developing a new generation of skilled operatives to benefit both Camden and the wider built environment. Wates has set themselves additional specific recruitment, education and training objectives:
- Addressing skill shortages with a specific focus on a wider education programme that will run through the schools from year 6 upwards
 - Alongside the work experience, Wates will offer site visits for college and university students
 - Running pre-employment programme(s), with a key focus on reaching those not in employment, education or training (NEETs) and individuals that are unemployed
 - Driving the apprentice agenda and reaching out to those who face barriers to employment
 - Maximising opportunities for those furthest from the workforce, including ex-offenders, ex-service men & women, care leavers, NEET, long term unemployed, homeless, BAME, and disabled (including children or young people with a special education needs or disability). This will include working closely with local organisations
 - Targeting over-50s and career returners
 - 'Making construction a career of choice not chance' – working with local partners to increase the reach and impact on delivery.

Delivery Plan

- 3.21 The target outputs will be delivered by Wates and their supply chain, in partnership with key the authority stakeholders.

Delivery partners

- 3.22 In terms of partnerships, Wates' relationships with local schools, colleges, universities, and job shop will be developed to support delivery. Wates will utilise their existing links with Camden, KXCSC, job centre plus, training providers, College of North West London and Inspire.
- 3.23 Wates will work with the council, employment and skills partnerships / construction advisory group leads and the KXCSC, signposting them to key stakeholders, partnerships, local organisations and agencies.

Sub-contractors

- 3.24 Working with sub contractors is key to delivering the construction phase targets. Wates will closely align all their programmes and initiatives and cascade them down via their sub-contract agreements and supply-chain management processes to maximise the impacts.
- 3.25 As explained, Wates has a dedicated process to work with sub-contractors before the final tender stage. Wates will ensure that all sub-contractors meet with key stakeholders / training providers, so all parties will have a thorough understanding of the requirements and obligations which are being asked of them.
- 3.26 The ETS method statement and target outputs will be shared with all of the trade sub-contractors as part of the tender process. This will ensure all the requirements are discussed and agreed with eventual inclusion within the sub-contract documents included in their contracts. It will be further enforced and cascaded down as plan of the 'plan right meeting'. These meetings are held with every sub-contractor prior to commencing works and finalising contracts.

Monitoring and collecting evidence

- 3.27 Defining the offer, measuring delivery and reporting on impact will follow five distinct steps. Specifically tailored to public-sector needs and the principles of the Social Value Act 2012, Wates developed their process through their research 'Communities Count', the UK's most comprehensive study on measuring social value.
- 3.28 *Step one: define the priorities:* an in-depth analysis of the local area using Wates' tool 'Community Insights'. Using this, Wates has mapped out specific needs built a bespoke Employment and Skills Plan that meets the needs of the community. Wates will use the research findings to create, develop and implement additional community cohesion, digital/financial inclusion and environmental projects.
- 3.29 *Step two: integrate the employment and skills plan:* at project order stage, the commitments will be integrated into a bespoke Community Investment Plan (CIP) monitoring tool which will be agreed in partnership with relevant stakeholders. Wates will also integrate the commitments into the Social Value Portal to track and measure the environmental, social and economic activities. Wates and the local authority will agree the CIP, supply chain monitoring database, the evidence file, the monthly qualitative and quantitative report templates.
- 3.30 *Step three: partner:* the Community Investment Manager (CIM) will partner with local delivery agents, engage with local providers and build on internal initiatives to ensure an effective ESP is delivered. The CIM will create processes and information sharing protocols with partners. This is crucial to ensure that all the correct information is shared for the monitoring and reporting purposes.
- 3.31 *Step four: measure:* every quarter:
- The Community Investment Manager, Community Investment Advisor and Community Champion (CC) will collate all the data from the supply chain via the monitoring database. The data will be inputted into the CIP. They will monitor all the data inputted into the CIP to ensure that we have a good representation of the local demographic, including gender, age, ethnicity, and unemployment.
 - The Community Manager will update any further achievements into the CIP and will review the progress against the original targets set. Progress and positive output from the CIP will be formally reported as part of Wates' quarterly Key Performance Indicators (KPI) / contract review reports. This will provide confidence that the proposed development will act as catalyst to deliver and support real, valuable,

community social value which will have a tangible and positive impact on local people and businesses.

- Both the CIM and CIA will ensure that the evidence file is kept up to date with the relevant evidence for each outcome.
- Wates will measure and analyse the data input into the Social Value Portal, identify any trends to ensure compliance.

3.32 **Step five: reporting:** every quarter, Wates will:

- extract data from the CIP and input this into a progress database. There will be a narrative providing an understanding behind the figures.
- produce an update report on local spend – on the procurement monitoring form.
- create a qualitative report, including achievements against targets, employment and skills highlights – including case studies, economic development highlights, community cohesion – including volunteering / grant awards, challenges / risks and future events/activity dates.
- measure and analyse the data input into the Social Value Portal, identify any trends to ensure compliance.
- produce case studies of achievements, bringing the commitments alive.

3.33 These reports will be reviewed at the quarterly site meetings and quarterly contract review meetings.

Further reporting

3.34 Using the Social Value Portal and CIP data, at the mid-way and end of the project, the local authority will receive a Project Impact Report – a set of accounts detailing the projects economic, social and environmental return on investment.

3.35 Wates also uses the Housing Association Charitable Trust (HACT) social impact calculator to measure the impact of our activities. This approach assigns a notional cash benefit to an improvement in an individual's wellbeing and the approach is methodologically robust, recognised in HM Treasury's Green Book.

3.36 Wates is also able to carry out evaluations using this form of measurement if LBC require this form of evaluation.

4 OPERATIONAL PHASE

Employment contribution

- 4.1 The operational phase will include a total commercial area of 305.3sqm (GIA) across three units. The potential uses are café, retail or pharmacy.
- 4.2 The Employment Densities Guide² advises a mid-point employment density of one full time equivalent (FTE) job supported for every 17.5 sqm (NIA) for café and retail uses. Whilst the guide does not provide recommendations for a pharmacy, it is expected to support a similar level of employment as a typical retail store, as a high street pharmacy functions in a similar way. The same employment density is therefore applied. In the more conservative case, a density of one FTE per 20 sqm (NIA) is applied.
- 4.3 The commercial floorspace at the proposed development is converted to 244 sqm NIA by using the standard NIA:GIA ratio of 0.8. Applying the employment densities, it is estimated that between 12 and 14 FTEs would be supported by the new commercial floorspace. Taking part time workers into account,³ this equates to between 15 and 17 jobs.
- 4.4 The existing site consists of 860 sqm (GIA) of commercial units, supporting approximately 40 jobs in mainly retail and food and beverage uses (Appendix A). These jobs will be lost as a result of the scheme, meaning that the proposed development represents a net decrease of approximately 21 to 23 commercial jobs.⁴
- 4.5 However, the report on commercial floor space in the proposed redevelopment of the estate phase 3 demonstrates that the provision of retail floorspace at the existing site is not economically viable due to a lack of demand. The conclusion from this report indicates that the retail floorspace onsite should not exceed the quantum at the proposed development. The council have agreed their preference to replace the existing provision with smaller units to best suit the needs of the local market and resident population.

Employment and training initiatives

- 4.6 The amount of operational employment opportunities at the proposed development are relatively modest. As such a detailed employment and skills plan for the operational phase is not proposed. That said, the applicant is committed to working with end users to ensure they align with Wates and the applicant's social value commitments wherever possible, building on the construction commitments. This will include:
- working with the council on ways in which the commercial space can address local needs for employment and training
 - there will not be targets to employ local staff members but they will actively encourage local jobs through publicising locally
 - responsible recruitment practices
 - equality, diversity and inclusion in recruitment and employment policy

² Homes and Communities Agency, 2015, Employment Densities Guide

³ FTEs are converted into jobs by assuming that one FTE equates to two part-time roles, and taking borough level averages of the proportion of part time workers in each industry.

⁴ The existing health centre is being re-provided as part of the Abbey Area Masterplan and so there is no net decrease in the health-related jobs.

5 APPENDIX

Existing commercial employment

- 5.1 The table below describes the existing commercial units on site and their occupancy status. Existing employment at the units has been estimated using standard employment densities from the Employment Densities Guide. Since the units being used for storage are associated with existing businesses in the area, it has been assumed that the storage units do not support any additional employment to that of the main business.
- 5.2 Overall, it is estimated that the site currently supports 30 full-time equivalent (FTEs), which equates to 40 jobs once part time workers are taken into account.⁵

Table 2 Existing commercial units on site at Phase 3

Property Name	Property Type Description	Leased	Use	Floor Area (sqm GIA)	Floor Area (sqm NIA)	Employment density	FTEs	Jobs
The Cricketers, 121 Abbey Road	Public House	Leased	Public House	276.74	221	17.5	15	15
127 Abbey Road / 129 Abbey Road	2 shops let as one	Leased	Party Shop	84.89	68	17.5	5	5
131 Abbey Road / 133 Abbey Road	2 shops let as one	Leased	Piano Shop	86.15	68	17.5	5	5
212 Belsize Road	Shop	Leased	Party Shop (storage)	70.4	56	0	0	0
214 Belsize Road	Shop	Leased	Off Licence / Groceries	62.6	50	17.5	5	5
216 Belsize Road	Shop	Vacant	Temp Storage	71.5	57	0	0	0
218 Belsize Road	Shop	Leased	Indian Take Away	69.7	56	17.5	5	5
220 Belsize Road	Shop	Leased	TMO Office	70	56	12	5	5
222 Belsize Road	Shop	Leased	Party Shop (storage)	68	54	0	0	0
Total				860	688	-	30	40

Notes: floorspaces have been converted from GIA to NIA by using a standard assumed ratio of 0.8. Employment estimates have been rounded to the nearest five. Figures may not sum due to rounding

Sources: Homes and Communities Agency, 2015, Employment Densities Guide; ONS, 2020, Business Register and Employment Survey

⁵ FTEs are converted into jobs by assuming that one FTE equates to two part-time roles, and taking borough level averages of the proportion of part time workers in each industry.

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