



## **1. Employment and Skills Plan**

### **1.1. Executive Summary**

- 1.2. This Employment and Skills Plan is a requirement of the Keybridge House S106 agreement. It highlights the processes that are going to be implemented to support the employment and training of local residents, opportunities on the project, processes for notifying the Joint Co-ordination Unit (JCU) of employment and training opportunities, and how local businesses and suppliers will be supported.
- 1.3. This plan is a process led approach that will require the Joint Co-ordination Unit (JCU) to work closely with the projects Work Place Co-ordinator (N Higgins). They will meet regularly to assess how Keybridge House can support the delivery of training and employment outcomes.
- 1.4. This strategy supports a targeted approach to both employment and skills and engagement with local businesses.
- 1.5. The same approach will be used to identify construction work packages and materials orders that are most suited to local businesses.

## **2. Introduction**

- 2.1. Keybridge House is an important development in the Vauxhall, Nine Elms regeneration area. It is London's largest regeneration project that will provide homes for 30,000 people in 18,000 new homes. It is vital that a socio economic legacy is left for the residents of both Lambeth and Wandsworth.
- 2.2. It is expected that upwards of 16,000 construction related jobs will be created on Nine Elms between 2017 and 2022. This will see more construction activity than anywhere else in the Capital. It is vital that an approach is adopted to encourage local residents to choose a career in construction as there are currently major skills gaps in the industry.

## **3. The Joint Coordination Unit (JCU)**

- 3.1. Mount Anvil (MA) is committed to working in partnership with the JCU for Nine Elms Vauxhall throughout the development of Keybridge House. It is recognised that the JCU will act as a single point of contact for the MA team to send



employment and training opportunities. These will be distributed to the Borough brokerage teams to match suitable candidates to present.

- 3.2. To support the ESP MA is committed to communicating the skill requirements needed to construct Keybridge House. Ensuring that the JCU are put in contact with sub-contractors and the manufactures of building materials and techniques that will be prevalent on the project.

#### **4. The Development**

- 4.1. Keybridge in Vauxhall SW8 is a new development by Mount Anvil and FABRICA by A2Dominion which was launched in 2015. This unique development of 441 homes includes eight-storey Keybridge House and Keybridge Lofts which, at 37 storeys, will be Britain's tallest residential brick tower. In total, Keybridge offers 441 new homes from studio to three bedroom apartments and Skylofts.
- 4.2. The development programme for Keybridge is currently anticipated at 208 weeks from August 2014 to December 2018. An overview of the Keybridge construction programme is attached as Appendix 1.

#### **5. Construction Approach**

- 5.1. The form of construction at Keybridge will influence the type of employment and training opportunities that are available during construction. This will be based on the labour and skill requirements for particular elements of the build.
- 5.2. The site sits on South Lambeth Road, SW8 1RG, with Miles Street and Wyvil Road bordering and a service road adjacent to the railway viaduct with live rail lines serving Waterloo station. St Anne & All Saints Church adjoins the site on Miles street and on the opposite side of Wyvil road sits Wyvil Primary School.

Firstly, we outline the current scope of works followed by the associated constraints and assumptions within the client. Based on the assumptions and available information to date the proposed tender programme is presented with key milestones and construction logic identified. Following the programme, the proposed construction methodology is discussed and illustrated with phasing drawings. An overview of site logistics is then explored, highlighting plant and equipment requirements; traffic access and egress; safety and security. Finally, health and safety concerns are identified and addressed.



This site is currently occupied by a 5 storey and adjoining 14 storey commercial building with a 2 storey basement car park underneath the full footprint of the site within a secure gated boundary. Both the existing 5 storey & 14 structure are too be totally demolished only retaining the double level basement for future use on the completed scheme.

The consented development is a 38, 22, 9, 8 & 4 storey buildings which will provide 441 residential apartments with residential facilities including gym, Spa, lounge, commercial units and enhanced landscaped in and around the development, the double storey basement containing car parking will be retained with added motorcycle and bicycle parking spaces and refuse storage. Each of the structures will be constructed from steel reinforced concrete structures and the lower 3 buildings will be clad in traditional brickwork and the 2 taller structures in unitised brickwork cladding system. A met-sec walling system will be used to the perimeter walls with preformed window/door systems installed. Dry lining within the apartments, including a wet underfloor heating system and traditional electrical and mechanical systems throughout the apartments. The site will have external hard and soft landscaped areas.

## 6. Vision

6.1. Mount Anvil are committed to ensuring that the opportunities created during the construction of the new development are not missed by the local communities and the businesses that operate in the surrounding area. To support the following overarching approach to employment and skills will be adopted:

- 6.1.1. **Engage:** Linking with local communities, groups, charities, residents & the National Skills Academy.
- 6.1.2. **Train:** Ensuring there are targeted interventions to improve employability and the right support for local businesses, using local higher education facilities, MA's Centre of Excellence and support on site from experienced personnel.
- 6.1.3. **Employ:** Making sure that employment and business opportunities are made available to local residents, utilising Lambeth's Job desk, Goconstruct.com and the local job centres.

6.2. These approaches are endorsed by Mount Anvil and their entire appointed team.



## 7. Section 106 Requirements

7.1. Schedule 5 of the S106 for Keybridge House dated 9<sup>th</sup> July 2014 set out the obligations relating to employment and skills. This Schedule is included as Appendix 2.

7.2. In summary the S106 requires MA to provide the following:

7.2.1. A draft Employment and Skills Plan to Lambeth Council prior to works starting on site.

7.2.2. A timetable for works to commence on site. A construction programme is included in this plan as appendix 1.

7.2.3. Notification for when opportunities are going to arise for construction trainees or work ready candidates.

7.2.4. Quarterly updates on the number of opportunities being sent to the JCU.

7.2.5. A warning of 96 hours for new employment opportunities.

7.2.6. Milestone on the project in accordance with the Construction Industry Training Board (CITB) 'client based approach'.

7.3. In addition to the above employment and training provision, part 3 of the Section 106 agreement also includes requirements to support local businesses and suppliers.

7.4. Part 3 also looks to ensure that MA's supply chain is fully engaged with employment and skills processes to ensure there is inclusion written into all sub-contractor's orders.

7.5. The Section 106 target is to use reasonable endeavours to ensure that 25% of the labour on site is recruited through nominated brokerage services.

7.6. Part 4 sets out the targets using the CITB's 'client based approach'.



## **8. Workplace Co-Ordinator**

- 8.1. To support the delivery of employment and training outputs on Keybridge House and to lead on engagement with local businesses Mount Anvil have a dedicated Workplace Co-ordinator (N Higgins) on the project & will also use the services of K10 to assist.
- 8.2. K10 are experts in supporting training and employment outputs on construction sites in London. They can take an informed approach to engagement with the MA supply chain, which will ensure that opportunities are communicated to the JCU and key project outputs are secured.
- 8.3. Nyron Higgins will be the person at MA responsible for overseeing employment and skills activities on Keybridge House.

## **9. A Targeted Approach to Local Employment**

- 9.1. The JCU has been established to principally co-coordinate and manage employer engagement with a specific focus on Local Employment. The JCU have a number of Brokerages that they engage with including Job Centre Plus, training organisations, charities, and schools. The JCU instruct on specific training to ensure skills gaps are minimised in advance. There are requirements to assist the JCU connected to the development of Keybridge House.
- 9.2. 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 need will also inform the training interventions that will best support the local community to improve employment opportunities. These will be developed in partnership with the JCU.

## **10. Identifying Employer Demand and Skill Requirements**

- 10.1. Attached in Appendix 3 is a Labour Histogram provided by MA. This estimates labour requirements throughout the project based on the projects teams experience on other projects and assessment of delivery on Keybridge House.
- 10.2. As part of the procurement of sub-contractors, detailed histograms are to be provided by the successful company for each package of works. This will include a clear breakdown of the skill level requirements and labour demand for each



package, which will provide accurate real time information to re inform the projections made by the MA team. Skills information will include qualifications and certified training requirements.

10.3. By mapping the number of operatives and skill levels required to deliver the project, interventions can be targeted to give the local community the best opportunities to gain access to employment and training. This information will be shared with the JCU as part of the projects monthly reporting. Inception meetings with the JCU will be set out schedules of returns required.

## **11. Notification of Employment Opportunities**

11.1. The following measures are to be put in place to ensure that the JCU are notified of employment and training opportunities:

- 11.1.1. Sub -contractors are to be required to notify the WPC of vacancies they have as a result of winning work on Keybridge House. This information will be shared with the JCU.
- 11.1.2. A standard template for job vacancies is to be used, making it easy for contractors to notify when vacancies occur. Sub-contractors will be encouraged to post available positions as early as possible but will give a minimum period 2 weeks' notice to the JCU & WPC.
- 11.1.3. The WPC is to meet with sub-contractors every two weeks to reinforce the need to notify when live vacancies occur once the project has commenced. Live vacancies will be shared with the JCU.
- 11.1.4. Sub-contractors will be required to notify Mount Anvil of the labour agencies they utilise. Agencies are to be regulated to ensure that London Living Wage is paid. They will be required to demonstrate that they have sought to source labour locally.

## **12. Labour Agencies**

12.1. Labour only sub-contractors will have a vital role to play in meeting local employment targets. Each sub-contractor will be required to provide the details of the labour agencies they use. The WPC will engage with these agencies to promote them sourcing labour through the JCU and the target local areas.

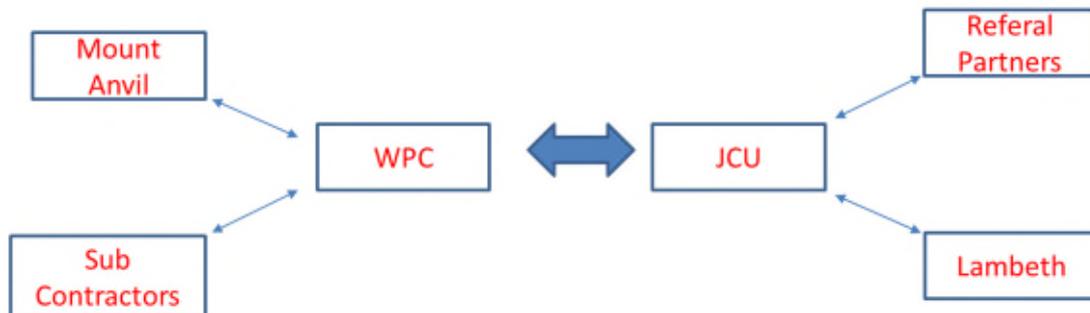
12.2. Alongside sub-contractors identifying the agencies they normally use, the WPC will work with the JCU to identify agencies that have a proven track record of successfully sourcing local labour. These will be promoted as the preferred project agencies by MA.

### 13. A Process for Labour Supply

13.1. This strategy proposes that MA and the WPC works with an identified single point of contact at the JCU that will act as a conduit for employment and training opportunities. Mount Anvil will work with the identified officer to ascertain the Lambeth and Wandsworth talent pool in construction.

13.2. The allocated Officer will collect information on Wandsworth and Lambeth residents that are currently seeking employment in construction. Candidates can then be matched with the vacancies identified enabling sub –contractors to employ candidates at their own discretion.

13.3. The diagram below outlines the proposed channels of communication on Keybridge House.



### 14. Apprenticeship Delivery

14.1. The MA project team, in consultation with K10, have undertaken an assessment of apprenticeship delivery on Keybridge House. This has included the number of apprentices that the project can support.

14.2. The conclusion of the assessment is that the target of TBC new start apprentices. The following issues have been identified:



14.2.1.1. A total of potentially 61 apprentices on site at any one time would represent 17% of the workforce at peak. This would present an issue in terms of supervision and in access of accepted target levels of apprentices currently set at 5% of the workforce.

14.2.1.2. The programme on Keybridge House is targeted at 208 weeks. Whilst the overall programme would support the qualification of apprentices. The broken down packages will not support continuity of work for 61 apprentices.

14.2.1.3. Continuity of work is also an issue given the location of works for our sub-contractors. With new start opportunities being targeted at Lambeth residents a sub-contractors next project may be an unacceptable travel distance for the apprentice.

14.3. MA and K10 consider No. TBC apprentice starts for Keybridge House to be a more realistic target given the projects capacity to support new start Lambeth residents.

14.4. The number of existing apprentices that sub-contractors bring to the project will be captured at site induction and the information shared with the JCU.

14.5. K10 apprenticeships on this development will be NMW and not Apprenticeship NMW.

## 15. Process for Apprentice Delivery

15.1. As part of the apprentice assessment undertaken for Keybridge House the MA project team in consultation with K10 have considered the best method for apprentice delivery.

15.2. MA are going to split the apprentice delivery between the different works packages on the project. The following initial allocation has been made:

Framework	Apprentice Allocation	Target Training Duration
Construction Operations	TBC	15 months
Dry Lining	TBC	15 months
Carpentry	TBC	18 months



Mechanical	TBC	18 months
Electrical	TBC	36 months
Painting and Decorating	TBC	15 months
Brick Laying	TBC	15 months
Total	TBC	

**Table 1**

- 15.3. The MA project team, WPC, and JCU will agree the final allocation prior to procurement of sub-contractors for construction. Once agreed, the requirement to deliver an apprentice or number of apprentices will be embedded within the project's sub-contractor.
- 15.4. MA acknowledges that now all sub-contractors have the ability to retain an apprentice through to completion. The WPC will be in place to support the sub-contractor in delivery apprentices and will provide support in the following areas:
- 15.4.1. **Recruitment:** The WPC will ensure that the JCU has at least 6 weeks' notice prior to an apprentice being required on site. Support will be provided to ensure that the apprentice starts are Lambeth residents.
- 15.4.2. **Training Provision:** Where required the WPC will support the employing sub-contractor to source a local training provider that can support an apprentice's allocated framework.
- 15.4.3. **Apprentice Support:** Whilst on site the WPC will be on hand to support the apprentice and sub-contractor to ensure that the apprentice is retained for the duration of the project.
- 15.4.4. **Continuity of Work:** The WPC will work in partnership with the JCU to notify when a sub-contractors package of works is coming to an end. This will be important if continuity of work cannot be provided by the employing sub-contractor. Alternative employers will be sought to ensure that the apprentice can complete their framework.
- 15.4.5. **ATA Option:** If a sub-contractor does not have the infrastructure to employ an apprentice themselves they will be provided the option to host an apprentice employed by an apprenticeship training agency. MA have selected K10 as their preferred ATA on the project. K10 will provide the following services to support apprentice delivery:



- 15.4.5.1. Take full responsibility for the individuals' apprenticeship and all associated contractual obligations
- 15.4.5.2. Work with the JCU and other referral agencies within the Borough of Lambeth to find the most suitable candidates.
- 15.4.5.3. Undertake pre-employment training that is informed by industry need.
- 15.4.5.4. Enrol the apprentices with a local training provider.
- 15.4.5.5. Support the apprentices with their academic learning.
- 15.4.5.6. Pay the apprentices above the minimum apprentice wage.
- 15.4.5.7. Support contractors to host apprentices.

15.5. The number of apprentices on site at any one time will be included within the projects monthly reports.

## **16. Supporting NVQ and Training on Site**

16.1. MA recognise that the JCU has been working with surrounding contractors in the Vauxhall Nine Elms area to develop training that matches industry need. NVQ's are being delivered in:

**16.1.1. Dry Lining**

**16.1.2. Brick and Block Laying**

**16.1.3. External Envelope Systems**

MA are committed to working with the JCU to ensure that candidates benefitting from vocational training have access to required work experience and employment. MA will be including a requirement for all sub-contractors on the project to host a minimum of 200 hrs on site work experience candidates per year. Where appropriate these hours can be utilised to transition local residents from training into employment.

## **17. Sub-Contractor Compliance**



17.1. Mount Anvil recognise that the objectives of this strategy can only be delivered through the projects main and sub-contractors. A requirement to comply with the processes for Keybridge House will be included as part of each sub-contractor order & supply chain where suitable. The projects WPC will engage with each sub-contractor providing support where necessary.

## **18. Monitoring and Reporting**

18.1. MA will collect information on the active workforce during the construction of Keybridge House. Active workforce is considered to be any operative that is active on site for more than 16 hours in a week or 38 hours in a month. Data will be collected from a site induction form and fed into the projects biometric site entrance system.

18.2. The information collected will be reported to the JCU on monthly basis. This will highlight the number of residents from the Borough that are active on the project. The format of reporting is to be agreed prior to the first report being issued.

18.3. A representative from the JCU will be invited to site to review the projects performance and ensure that Keybridge House is supporting JCU initiatives where appropriate.

## **19. Local Contractors, Goods and Services**

19.1. As with employment and training there will be a targeted approach to engaging with local businesses and suppliers. MA are committed to ensuring that local businesses are provided with opportunities to win work on Keybridge House project. This strategy proposes first identifying which sub-contractors and goods are needed on the project, this information can then be used to support local business by the most appropriate means.

19.2. A procurement schedule for the project is included as Appendix 4.

## **20. Identification of Sub-Contractor and Supplier Need**

20.1. MA, in partnership with the JCU, will identify which packages are most suited to local businesses.



20.2. This information will be shared with the JCU and their strategic partners. Suitable local companies will be invited to tender accordingly and will win work on their own merit. Where possible information will be fed back to local businesses as to the reasons why they were not successful.

## **21. Advertising for Works Packages, Goods and Materials**

21.1. MA will ensure that all works packages are advertised on Supply London (K10 web-based), an online platform for notifying London businesses of works packages. Local businesses will then have access to bid for packages on the project. MA will also use its own site based website & Skills Academy to advertise available jobs.

## **22. Meet the Buyer Events**

22.1. The MA commercial team are committed to supporting meet the buyer events as they occur in Lambeth and the Vauxhall Nine Elms area. They will also identify the sub-contractors from major packages that will also be procuring for works on the project, as they will be required to attend alongside the MA project team.

## **23. School Engagement**

23.1. It is understood that the JCU are co-ordinating a single point of contact to liaise with schools in Lambeth. Where appropriate MA are committed to supporting school outreach in Lambeth.

23.2. There is currently a need to support more people into the construction industry given the level of activity currently in London. Where MA can support school outreach is through contractors engaging in careers guidance for construction related employment opportunities.

23.3. MA will make it a requirement of each sub-contractor to provide employees and trades people to attend school outreach. They can provide information on how they accessed a career in construction and the realities of working in this rewarding industry.

23.4. MA will record and issue details of all schools they have engaged on all levels via the site team, contractors & the Skills Academy.