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7 March 2017

Our ref: JCW/DBE/J7710

Your ref: 16/2611/FULL

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Dear Sir/Madam,

**Twickenham Stadium, Twickenham, London, TW2 7BA  
Section 106 Obligation – Employment and Skills Plan**

We write on behalf of our client, Rugby Football Union, with regards to planning application 16/2611/FUL in respect of the extension of the East Stand of Twickenham Stadium in the London Borough of Richmond Upon Thames, which is at present subject to ongoing Section 106 discussions.

Schedule 1; paragraph 6.1 of the draft Section 106 agreement states that an Employment and Skills Plan for the Development should be prepared and paragraph 6.2 requires the submission and approval of an Employment and Skills Plan for construction purposes prior to implementation. Accordingly, please see enclosed Employment and Skills Plan, prepared by Mace for your consideration and review.

We trust that the enclosed information fulfils the relevant obligation and seek your confirmation as soon as possible. Should you wish to discuss this matter, please do not hesitate to contact James Wickham or Doug Beasley of this office.

Yours faithfully

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# Twickenham Stadium East Stand Redevelopment

## Employment and Skills Management Plan

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Employment and Skills Management Plan

Review Date	Revision Number	Page Number	Comments / Amendments	Initials
07/03/17	01	-	First issue	AH

Reviewed and Approved By	
Name	Andrew Hill
Position	Project Manager
Signature	<i>Andrew Hill</i>
Date	07/03/2017

## Employment and Skills Management Plan

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## Employment and Skills Management Plan

### Introduction

Mace have been engaged by Rugby Football Union (RFU) as the Principal Contractor for the Construction Phase of the re-development of the Twickenham Stadium East Stand. Being one of the UK's leading contractors, MACE aims to operate a successful, sustainable and socially responsible business and make a positive contribution to the communities and environments in which we work. To ensure the success of delivering the Employment and Skills Plan (ESP) we will work closely with the RFU, the London Borough of Richmond-Upon-Thames Council and their brokerage called Way in Work which concentrates on apprenticeships as well as any other relevant agencies, in order to maximise the social and economic benefits which the Employment and Skills Plan identifies.

**Please note this ESP has been prepared by Mace – in light of their role as Principal Contractor at the Twickenham East Stand re-development for the Construction Phase - and refers to the aspirational employment and skills targets set out in the S106 for the Construction Phase of the development only.**

Mace's Socio-economic team is a specialist arm of the wider Mace Group supporting the team working on the Twickenham Stadium East Stand development, providing the delivery of employment and training skills plans for those people who are long term unemployed, hard to reach and those groups who have a history of barriers to work into the construction industry. The team have worked on a range of projects relating to the discharge of Section 106 obligations, delivering employment and training at The Shard, Tate Modern, and currently at the BBC TVC re-development, Chelsea Barracks and the Tottenham Hotspurs Stadium redevelopment. We have a successful legacy of working with those socio-economic groups of people who are difficult to engage.

With this experience, we have developed a sector based model for construction which focuses on the provision of employability skills and jobs. Service level agreements and frameworks currently exist with Jobcentre Plus, NACRO, Bounce Back, National Offender Management Service (NOMS), St Mungo's, Crisis Skylight, Women into Construction, Construction Youth Trust, Evolve and The Prince's Trust. All these organisations promote careers within the industry as well as employment and training opportunities on site.

In order to discharge the Section 106 obligations related to Employment & Skills we detail the production of an Employment & Skills Plan (ESP) below, **in accordance with point 6.1 in the S106, where approval is given.**

## Employment and Skills Management Plan

### Strategic Objectives

The Twickenham Stadium East Stand redevelopment is well placed to provide training and employment opportunities during the construction phase of the development. The objective of the ESP is to maximise the local employment and training opportunities created during the construction phase of the project as outlined in the S106 agreement between the RFU and London Borough of Richmond-Upon Thames Council.

An outline of how we propose to do this in relation to the development follows, **in accordance with points 6.1a to 6.1d, and 6.1f of the S106, detailed below. Point 6.1e refers to employment of the development once the Construction Phase has commenced and is therefore not included in this ESP.**

### Employment and Skills Strategy for the Construction Phase of the development

To ensure all employment and skills targets are met, the following tasks will be implemented:

- As the principle point of contact for the local authority, we will work alongside our Trade Contractors and the local community and work into partnership with the council's brokerage called Way into Work to identify the most efficient ways of identifying suitable candidates for job opportunities;
- Use reasonable endeavours to employ local people on site (as per the Local Labour Percentage), so that at any given point in the duration of the development there should be local labour on site. This figure will include any apprenticeship opportunities created on site. Local residents will be made up of those as definition per the S106 or otherwise agreed, and Mace will make efforts to engage in partnership with local agencies and brokerages in the local community, including Job Centre Plus. We will offer career guidance, sign post them to referral agents, identify training courses and CSCS card testing as part of the procedure. We will work with local agents to identify relevant training for apprentices, including Maths and English. The groups we will work with include long term unemployed, NEETs, women, one parent families and disadvantaged people and we will partner with The Prince's Trust, Construction Youth Trust and JCPs, NACRO, St Mungo's and recommended housing associations as well as other local services working with target groups as directed by the council;
- Use reasonable endeavours to ensure that some of the construction jobs in relation to the development are filled by local people (6.1c)
- During the construction phase only, the ESM will incorporate employment and supply chain obligations into the overall site development plans and work with the Ways into Work brokerage to maximise employment opportunities for local people, using reasonable

## Employment and Skills Management Plan

endeavours. Other organisations such as the Jobcentre Plus, local skill providers, plus other organisations recommended by Ways into Work will be utilised in order to make best use of local services. (6.1d)

- Working in partnership with local education and training providers in the agreed geographical area to achieve the set targets (6.1f).

We already have in place a process for managing and delivering employment and procurement targets on behalf of our clients. Measures are implemented as part of our company's policy on all our sites, irrespective of S106 requirements. We have an established internal monthly reporting procedure in place which is managed by our ESMs, measuring the following indices which we record and provide to the relevant authority:

- Local employment levels on site
- Number of apprentices on site
- Number of new starts on site
- Number of work experience interns on site

We will monitor against agreed targets and outcomes (see below), highlighting key achievements, providing detailed case studies which promote best practise, any on-going workforce development and career progression activities.

The targets set out in the ESP will be reinforced by the Mace procurement and commercial teams to ensure our supply chain reflect these commitments and targets, and that our suppliers actively engage and are also aware of their expected contribution to the perceived socio-economic benefits which will be gained on this project.

## **Employment and Skills Management Plan**

### **Method of Delivery of Model**

Mace will act as the referral and selection agent for new jobs and employment opportunities to be considered on site. There are identified routes for potential apprenticeships through this system, recognised by pools of students currently enrolled on relevant construction courses who are seeking apprenticeships. Those we will target are listed.

All students will be required to hold CSCS cards and have satisfied a criteria agreed by Mace, facilitated by partnership working with various named organisations

We will identify vacancies through the supply chain and will liaise with referral agencies and the supply chain to organise interviews for suitable candidates, in order to satisfy the S106 obligations. Vacancies will be advertised on a virtual Job Board which will be managed on site and promoted on a monthly basis. Vacancies will be promoted to residents via the local job brokerage.

#### **Initiatives for maximising apprenticeships on site**

Underpinning successful outcomes on all of our projects is our consistent and focused approach. We work with many agencies to maximise opportunities and ensure we deliver on our commitments and that of our clients. Our process includes various schemes of work we undertake on our developments and some examples are included below.

Mace have knowledge and experience of working with local partners and we are also currently working with Jobcentre Plus and South Thames College. We have agreed working arrangements/protocols and service level agreements with Jobcentre Plus and specialist organisations such as NACRO, Bounce Back and NOMS and will look to expand our working arrangements with Jobcentre Plus, to meet our commitments of supporting ex armed service personnel, so that they can access the enhanced Jobcentre Plus services and Armed Forces Champions.

#### **Initiatives for maximising opportunities on site for long term unemployed and NEETs**

Using the local knowledge provided by local brokerages, we will create opportunities for people who are disadvantaged will continue to work with them as a referral agency in advertising vacancies on-site as well as for unemployment training schemes we are involved in as a company. Other referral agents include: St Mungos, JCPs, Crisis Skylight, Street League, Peabody Housing, and other provision as directed by the council who will facilitate the selection process and provide information and career guidance to prospective candidates.

#### **Construction Youth Trust**

**Classification:** Unclassified  
**Ref:** TESD – ESP – Rev 1  
**Owner:** AH

**Date:** 07/03/2017  
**Pages:** 7 / 12



## **Employment and Skills Management Plan**

Our partnership with Construction Youth Trust has focused on the promotion of the construction industry, offering opportunities for work experience on site for students and support of their education programmes, in particular Budding Brunels and the Mobile Classrooms. We annually provide speakers for their sessions with the students and create opportunities for some of them to have work experience on site with our engineers.

### **The Prince's Trust**

We partner with The Prince's Trust to identify local referral agencies who we can work with, who will offer to screen and train a suitable cohort of young people. We will monitor the progress of our intake and will focus on providing opportunities for young people Not in Employment, Education or Training (NEETs), long term unemployed and ex-offenders. We manage annual Get Into Construction schemes in conjunction with the Princes Trust providing disadvantaged and hard to reach people the opportunity to gain valuable work experience opportunities in a variety of trades. Our supply chain wholly supports this initiative. We train young people aged between the ages of 18 and 25 for four weeks, offer them the opportunity to train for relevant industry qualifications, a CSCS card and two weeks of work experience with our subcontractors. These will be undertaken on an annual basis and advertised in advance of commencement on site.

### **Apprenticeships**

To develop apprenticeships on our sites regionally, we make use of Apprenticeship Training Associations (ATA). These organisations work closely with us in developing opportunities by engaging directly with our supply chain. They identify and place apprentices with appropriate trades for the duration of the package on the project. This builds consistency and continuity into the supply chain and we aim to place apprentices on every development and target various construction colleges for candidates as they have a pool of students waiting for apprenticeships.

## **Method of Delivery Opportunities on site/Traineeships**

### **1. Contractual obligations at tender stage**

We will identify vacancies for apprenticeships through the supply chain. Once Trade Contractors are on site, we will facilitate meetings for start-up interviews so that suitable candidates are called for interview and the selection process gets underway.

### **2. Referrals\***

We will liaise with referral agents directed by local training providers and brokerages to provide suitable candidates for the selection process and will organise interviews with the Trade Contractors to make selection. Referral agents will have package timelines so that they are capable of making appropriate referrals on time.

## Employment and Skills Management Plan

### Outcomes

#### A. Paid Opportunities:

- Total number of local jobs x2
- Job types – construction (catering and cleaning as additional opportunities)

#### B. Target cohort :

#### C. Apprenticeships - semi skilled or experienced (existing and new) x3

#### D. Jobs x 2 – entry level, long term unemployed, NEETs, from London Borough of Richmond Upon Thames – Would need to be competent with construction health and safety – CSCS

#### E. Partners:

- Way into Work, JCPs, Crisis Skylight, NACRO, Bounce Back, NOMS, St Mungos, Peabody Trust, Prince's Trust;

#### F. Work experience opportunities for students where appropriate

#### G. Marketing and career awareness

- Awareness raising to include promotions/presentations/circulation of example job vacancies so services can prepare potential candidates by the time live vacancies are likely to come on stream. Distribute histogram of package time frames to referral agents.
- Linking in with London Borough of Richmond Upon Thames and their partners' marketing and communication forums
- School visits per year: x1
- College partnerships/UTCs with apprenticeship opportunities on going and once established curriculum support with tangible examples for use in classroom; site visits for students and work placements.

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