

# Employment and Skills Plan

## Richmond upon Thames College



### Project contacts

| Revision               | Date     | Written by | Approved by |
|------------------------|----------|------------|-------------|
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|                        |          |            |             |
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## 1.0 Introduction

This plan has been written in response to clause 9.0 of the Section 106 Agreement linked to this development, which obliges the College to agree an Employment and Skills Plan with the Planning Authority, the London Borough of Richmond upon Thames.

The details contained within this plan will explain how Richmond upon Thames College will endeavour to ensure that the construction project will be a source of employment and training for some local residents and how local agencies will be integrated into the process. The Plan also targets enhancing and increasing skill levels within the local labour market during the construction of the new college building.

### 1.1 Project Description

Site: Richmond upon Thames College, Egerton Road, Twickenham TW2 7SJ

Construction: Reinforced concrete framed 4-storey building, supported on piled foundations. External facade includes metal cladding, glazed curtain walling, green roofing and roof mounted plant concealed behind screening.

Employer: Richmond upon Thames College

Value: approximately £30m

Duration: 98 weeks

Planned start date: May 2018

### 1.2 Overview of objectives

Richmond upon Thames College intend to provide a comprehensive programme of activities and initiatives to increase employability of local residents by working in collaboration with their selected building contractor. Delivering Social Value is central to the delivery of this project. The College will ensure that the selected Principal Contractor will be aligned with the delivery of these objectives by development of a coordinated plan. This plan will focus on delivering the key objectives outlined below; to ensure that time and money are re-invested in the local community for the collective benefit of the area.

- Apprentices will be supported
- Labour will be sourced from local boroughs\* wherever possible using resources such as Jobcentre Plus
- Work experience will be offered
- Careers in construction days will be offered to local students

(\*Richmond, Hounslow, Kingston, Wandsworth, Elmbridge & Spelthorne)



### 1.3 Principal Contractor Selection

In choosing the Principal Contractor for the new College construction, responses to the following questions have formed part of the scored selection criteria:

- “your approach to community engagement and provision of social value to the residents and businesses within the area”
- “How you will integrate SME’s, local companies and other organisations into the supply chain for this project”

The responses to these questions have been reviewed as part of the overall assessment of the Contractors suitability for supporting the College in achieving the aims of this Employment and Skills Plan. ISG Construction have been selected as the preferred Contractor and they will be required to work collaboratively with Richmond upon Thames College to deliver the opportunities outlined within this plan.



## 2.0 Responsibilities

### 2.1 Richmond upon Thames College

Richmond upon Thames College will have overall responsibility for monitoring the plan and collating information on targets contained within the plan.

Richmond upon Thames College will liaise with the project team including ISG - the Principal Contractor, to ensure that targets within the plan are regularly reviewed and monitored. Richmond upon Thames College will participate fully in implementing the activities associated with the plan.

Richmond upon Thames College will also liaise with the project team to:

- Identify suitable apprenticeship candidates and assist with progressing their employment by K10 Apprenticeships Limited, as described in section 3.3.
- Liaise with K10 Apprenticeships and the Principal Contractor, where apprentices from adjacent Boroughs seek training at Richmond upon Thames College
- Select and encourage suitable students to participate in work experience opportunities.
- Select and prepare students for CV preparation and interview practice workshops.
- Agree the responsibilities of the Principal Contractor to ensure the targets of the Skills and Employment Plan are actively promoted.
- Monitor reporting of local employment targets set by this Employment and Skills Plan.

### 2.2 Principal Contractor (ISG)

#### 2.2.1 Project Manager

The ISG (Principal Contractor) Project Manager will have responsibility for the implementation of the Employment and Skills Plan during the construction phase of the project. The Project Manager will be responsible for directing the project team, engaging with the subcontractors and supply chain and reporting results to Richmond upon Thames College.



### 2.2.2 Commercial Manager

The ISG (Principal Contractor) Commercial Manager will engage with subcontractors during tender negotiations to ensure communication of the targets contained within the Skills and Employment Plan.

In conjunction with the Project Manager the Commercial Manager will arrange workshops with subcontractors and engage with employment bodies such as Job Centre Plus.

The Commercial Manager will ensure that all subcontractors are aware of the commitment to the recruitment of new apprentices and encourage appropriate subcontractors to assist with this process. The targets for apprentices and local employment will be recorded in subcontractor orders as appropriate.

### 2.2.3 Sustainability Manager

The ISG (Principal Contractor) Sustainability Manager will support the Project Manager in the execution of the Plan. Assistance will be provided in developing relationships and strategies. The Sustainability Manager will also work to foster good working relationships with local organisations, including Jobcentre Plus to meet the targets set.



### 3.0 Method

The following section outlines the approach that Richmond upon Thames College will take with ISG (the Principal Contractor) to deliver the Employment and Skills Plan.

#### 3.1 Local Labour subcontractor target

ISG (the Principal Contractor) will request that their subcontractors review the distribution of their workforce to establish if they have existing staff members who currently live in the Borough of Richmond. All subcontractors will be encouraged to place these members of staff on this project. Once the members of staff have been identified within Richmond, the subcontractors will be required to repeat the exercise over an expanded area covering staff that are based in the adjoining boroughs of Hounslow, Kingston, Wandsworth, Elmbridge and Spelthorne.

ISG will include, within the subcontract agreement for each work package, a 10% target for the provision of labour from within the Borough of Richmond and the adjoining Boroughs. Subcontractors will be required to report against this target at regular intervals via their weekly returns to ISG (the Principal Contractor).

#### 3.2 Coordination with Jobcentre Plus

ISG will arrange a start-up meeting with representatives from the Twickenham Jobcentre Plus to establish communications routes for local recruitment for the project.

ISG subcontractors and suppliers will be provided with the Jobcentre Plus contact details so that any positions and labour requirements can be quickly notified to allow local recruitment.

ISG will carry out regular reviews with their subcontractors to monitor the number of opportunities identified, the numbers of applications received and the numbers of people recruited via this route.

#### 3.3 Apprentices

ISG will engage with the Richmond College Training Solutions Team to develop and plan for provision of apprentice placements on the site of the new College. ISG have selected the employment agency K10 Apprenticeships Limited to assist with this process and K10 will be the apprentice Employer. K10 will liaise with Richmond upon Thames College to identify suitable candidates for apprenticeships either from the



existing College cohort or their own database. Apprenticeship placement opportunities will be identified within the project programme with the buy-in of the ISG subcontractors. The responsibility to deliver a substantial placement opportunity will be passed to subcontractors during procurement negotiations. The specific targets for apprenticeships will be documented in the relevant subcontractor pre-start meetings, ensuring that commitments are captured formally.

While it may not be possible to provide placements on the project that cover the full term of an apprenticeship ISG will strive to provide a sustainable solution through the use of K10. This will allow the apprenticeship to be shared amongst more than one project, and will guard against apprentices becoming displaced. This will result in a substantial contribution to local apprentices completing their NVQ's whilst working on the Richmond College project without jeopardising completion of their courses. ISG will also investigate opportunities with their supply chain for apprentices being supplied direct by the College, who will remain responsible for the overall training provision, once the Contract works have been completed.

Richmond upon Thames College and ISG will target achievement of 4 NVQ qualifications to be started or completed over the duration of the project.

The key work packages selected provide apprentice placement opportunities will include:

- Plumbing
- Carpentry
- Drylining
- Business Administration

### 3.4 Increase Employability amongst School Leavers

Richmond upon Thames College will support ISG who will provide drop in workshops for CV reviews and interview technique advice to college Students. The advice will be provided by the ISG Senior Managers from the site. ISG will also arrange for an appropriate HR Manager from the business to provide advice at selected workshops.





### 3.5 Increase Employability amongst students still in education

Three work experience placements will be made available to College students, for a maximum of 1 week each, across the project duration.

Careers in Construction days will be offered to the College and local schools such as Clarendon, Waldegrave, Chase Bridge and St Richard Reynolds High School. These sessions will be based around the National Curriculum and will be tailored to the age group visiting site to ensure it is a valuable experience.

#### 4.0 Benchmark Targets

To quantify and drive performance of the project the following table sets out the targets that Richmond upon Thames College working in conjunction with ISG and K10 Apprenticeships Ltd., will strive to achieve by project completion.

| <b>Metric</b>                                                                                                                                                           | <b>Unit of measure</b>               | <b>Target</b> | <b>Actuals</b> |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------|---------------|----------------|
| What percentage of the total number of people working on the project are living in Richmond or adjoining boroughs?                                                      | Percentage                           | 10%           |                |
| As a result of this contract, how many people living in Richmond (or adjoining boroughs) previously unemployed will be employed by the contractor and/or subcontractors | Number of people                     | 5             |                |
| How many Level 2 & 3 apprenticeship placements living in Richmond (or adjoining boroughs) will be provided as part of this Plan?                                        | Number of apprentices                | 4             |                |
| How many Work Experience opportunities for people living in Richmond (or adjoining boroughs) will be provided as part of this Plan?                                     | Number of Work Experience placements | 3             |                |
| How many graduate placements for people living in Richmond (or adjoining boroughs) will be provided as part of this Plan?                                               | Number of graduate placements        | 1             |                |
| How many interviews will be completed as part of this Plan?                                                                                                             | Number of attendees                  | 20            |                |
| How many careers in construction meetings to be organised                                                                                                               | Number of meetings                   | 2             |                |



## 5.0 Appendices

Appendix 1:

Indicative programme attached.