



Local
Prosperity

Dimension #8

Local Prosperity

[LP]

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Introduction

The Local Prosperity Dimension looks at ways that projects can create economic opportunities for all of London – from small businesses and start-ups to cultural organisations and creative industry. Ultimately this should increase prosperity at a local level, supporting successful high streets, better local amenities, and more attractive public realm.

Promoting economic opportunity and growth is critical in building a better London. To us, the prosperity created through development needs to be shared by local communities; viewed holistically (see Dimension #7), this helps us build a more sustainable, resilient, and high-performance business.

In line with this philosophy, the Local Prosperity Dimension contains a wide range of indicators that target and reinforce a project's contribution to the economic health of London's communities.

It contains indicators that:

- Facilitate routes to skilled employment for all Londoners, regardless of background, ethnicity, gender, ability, or other protected characteristics;
- Yield long-term and high-quality job prospects for local people that are fair and inclusive;
- Create a home for businesses and organisations that struggle to find affordable space in London;
- Support the resilience and growth of local businesses, SMEs, entrepreneurs, social enterprise, and creative industry;

In developing and applying these indicators, our projects can drive inclusive economic growth in local neighbourhoods. The end result: a London that is more equitable, resilient, and prosperous for all.

How to use this guidance

The TfL Sustainable Development Framework (SDF) is designed to be applied to any form of development, from small sites to large regeneration master plans and from housing projects to mixed-use and commercial schemes. The Framework's strength lies in its ability to highlight synergies that would ordinarily go unseen or opportunities that could otherwise be overlooked. It does this by providing the technical tools to measure and balance performance sustainably at every stage of delivery, and we recommend that the SDF be built into a development project as early as possible.

These technical guidance documents provide the detail that sits alongside the Sustainable Development Framework Handbook. Together, they create a freely available tool to be accessed and used by anyone building sustainably.

The technical documents are designed to help a project team calculate and manage individual indicators effectively, and include an explanation of how each indicator is calculated and how it can be used in parallel with the RIBA Stages of Work. The initial part of the guidance offers an overview of the particular Dimension, and is followed by detail on each indicator.

The initial part of this guidance is designed to be accessible to everyone involved in a development project. It offers an overview of the particular Dimension and detail on each indicator, setting out the essential elements you will want to know to understand how the indicator works, the ways in which it can add value to a project, and how it is calculated. The later sections are more technical with a step-by-step approach to implementing the SDF in practice.

As we consider the SDF to be a living document, we continue to test, balance and refine the Framework on our projects, and alongside best practice research and industry standards. Throughout a project's lifecycle therefore, performance data for relevant indicators in terms of targets, policy and process should be collected regularly, recorded and kept up-to-date.

The aim is to gain an understanding of the opportunities and constraints within a development site. By using the indicators to help identify a project's strengths and weaknesses, strategies, interventions and design tactics can be adjusted to deliver the best overall results. Adopting a holistic approach to the indicators will identify the cases where improving or reducing the performance of one indicator may affect the performance of another. By taking into account how indicators relate to each other, more can be made of the process to find efficiencies and balance, and to optimise projects.

Each indicator in the technical guidance document is presented in the same easy-to-follow format, under the following headings:

Introduction section

What is it?

A summary of what the indicator is and what it aims to achieve and measure, with some background information.

How does it add value?

A synopsis of the importance of the indicator and the benefits it brings to a project.

From the summary and synopsis, the reader should be able to understand the context of the indicator, and also describe why it is an important component of sustainable development.

Infographic overview

What type of project does the indicator apply to?

Each indicator is categorised according to whether it is to be used for residential, commercial and/or masterplan projects. There may also be a threshold of project size for applicability.

Who is responsible?

It is assumed that the development manager for the project is responsible overall, and this list outlines which professionals or consultants lead and/or support the delivery of the indicator.

RIBA stages

The RIBA Plan of Work organises the process of briefing, designing, constructing and operating building projects into stages from zero to seven. This illustration identifies when the indicator is relevant during a project's lifecycle, as well as the types of action that happen at each RIBA stage.

Connected UN Sustainable Development Goals

Identifies linkages between the SDF and the United Nations (UN) Sustainable Development Goals.

Connected SDF indicators

A useful list of other indicators that have a relationship with the indicator being described.

Methodology section

How is it calculated?

This section details the way in which each indicator can be calculated. It is often accompanied by an illustration, or a direct link to a relevant external methodology. This may be written in more technical language and is intended for the relevant project consultant to understand exactly what information is required by the indicator.

Scoring infographic

A summary of the metric type, its units, and the targets for Good and Leading Practice. Some indicators will have a pass/fail metric, in this instance a pass would be Leading Practice.

What is the process?

Following the eight RIBA Plan of Work stages, this part describes the key actions that need to take place, and who is best positioned to carry them out. This is accompanied by a summary of the documents and reports that support the work.

The SDF process assumes that a full planning application would be submitted at the end of RIBA Stage 2 and that tender would happen at the end of RIBA Stage 4.

Actions should be adjusted as needed for projects working to alternative programmes.

Additional information section

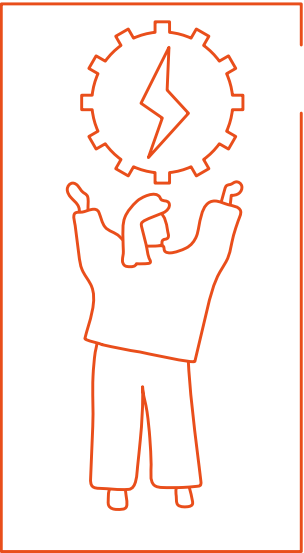
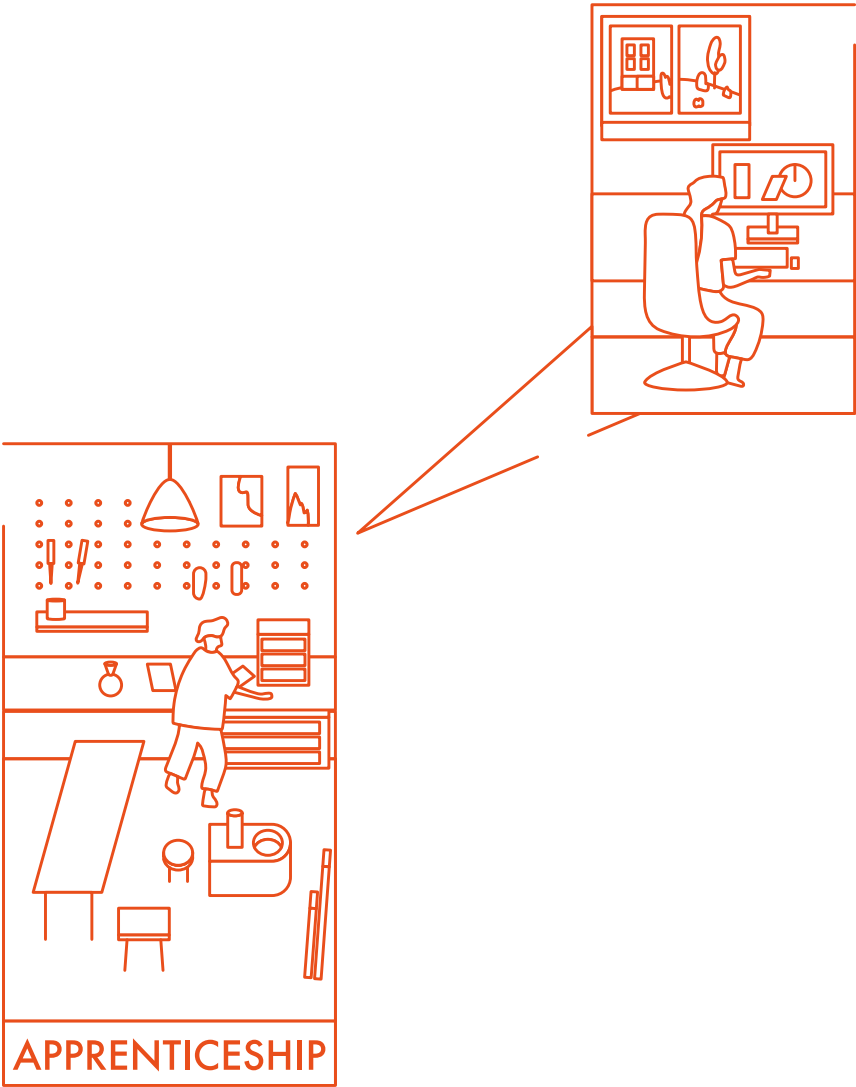
Relevant policy

A summary of the key policies that relate to the indicator, and that have helped to shape it. This list is not exhaustive, but provides a useful background.

Further reading

A list of additional sources of information on the indicator.

Indicators



ID no

Key Performance Indicator (KPI) name

LP1 Apprenticeships

What is it?

An apprenticeship allows someone to earn while they learn – apprentices are employed to do a job while studying for a formal qualification at the same time. They must follow an approved standard, either through a direct employment scheme or a shared apprenticeship route through an accredited shared apprenticeship service or apprenticeship training agency (ATA).

This indicator covers the number of traditional, degree or shared apprentices employed on a project as part of the construction stages.

Leading Practice developed by the Construction Industry Training Board (CITB) indicates the number of apprentices that employers should aim to employ on a project (approximately 5 per cent of the workforce).

How does it add value?

Hiring apprentices is a productive and effective way to build talent and develop a motivated, skilled and qualified workforce. It provides people with a way to earn a living while learning on the job, and an opportunity for businesses to tackle skills shortages.

It supports the priorities set out in the Mayor's [Skills for Londoners Strategy](#) and our commitment to the Department for [Transport's Transport Infrastructure Skills Strategy](#).

London has one of the lowest levels of apprenticeships in England. This indicator supports the Mayor's and our commitment to increase the number, and improve the quality of apprenticeships in London during the construction phase of our projects.

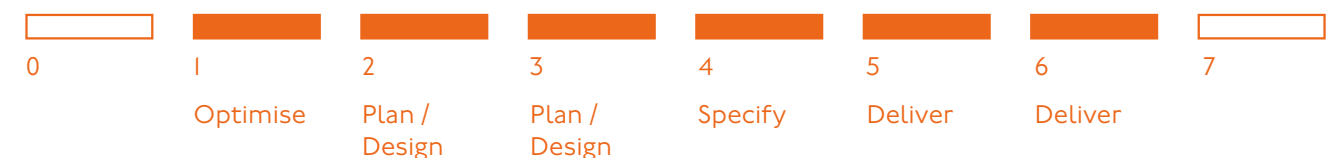
What type of project does the indicator apply to?

- ☒ Residential
- ☒ Commercial
- ☒ Masterplan
- ☒ Industrial

Who is responsible?

Contractor	● ● ●	leading
Development Manager	● ● ○	accountable
TfL Skills & Training Team	● ○ ○	supporting
Planning Consultant	● ○ ○	supporting
Consultant Team	● ○ ○	supporting

RIBA Stages



Connected UN Sustainable Development Goals

- 8 Decent Work and Economic Growth
- 4 Quality Education
- 11 Sustainable Cities and Communities



Connected SDF indicators

- ☒ Apprenticeships – Diversity
- ☒ Work Placements
- ☒ Local Jobs Created during Design and Construction

How is it calculated?

The number of apprenticeships is calculated based on guidance from the National Skills Academy for Construction Client Based Approach, developed by the Construction Industry Training Board (CITB) in partnership with the industry. It assesses the number of apprenticeships, or apprenticeship training weeks, based on the type and value of the construction project.

The number of apprentices must be recorded in the employment and skills plan for a project. This includes information on the types of apprenticeship roles recruited and how this is reflected in the labour forecast for the project.

Our Skills and Training Team will be introduced to the project's development team and main contractor to agree the target for each project based on projected labour forecasting.

The main contractor will need to complete an employment and skills methodology, outlining how they will work with the supply chain to deliver this priority.

The Skills and Training Team will work with the main contractor and supply chain to support delivery and will be responsible for monitoring progress.

Provided that apprentices are connected to the project, numbers can be apprenticeships on site or in offices and for any member of the project team. It must however be a new apprentice and not an existing member of staff.

Metric type	Units	Range
Numerical	Number of apprenticeships by contract value	Varies depending on contract value, sector and construction method  0 ✓ ★ Good Practice Leading Practice In line with industry benchmarks (CITB NSAFC) Good Practice + 10%



How is it calculated? (continued)

Construction skills and training benchmarks

KPI's	Band 1 £1 – 3.5m	Band 2 £3.6 – 6m	Band 3 £6.1 – 10m	Band 4 £10.1 – 15m	Band 5 £15.1 – 20m	Band 6 £20.1 – 30m	Band 7 £30.1 – 40m	Band 8 £40.1 – 50m	Band 9 £50.1 – 60m	Band 10 £60.1 – 70m	Band 11 £70.1 – 80m	Band 12 £80.1 – 90m	Band 13 £90.1 – 100m
Work placements (total weeks)	6	12	16	22	28	32	40	44	46	50	50	52	52
Local jobs	1	4	7	12	14	16	18	19	22	23	25	26	28
Apprenticeships (training weeks) ¹	1 (47)	1 (99)	1 (167)	2 (261)	3 (365)	5 (552)	7 (731)	9 (939)	12 (1148)	14 (1357)	17 (1656)	18 (1775)	20 (1984)

Source: Adapted from Construction Industry Training Board (CITB) National Skills Academy for Construction (NSAFC) client based approach

- 1 A contractor may not be onsite long enough to support a full apprenticeship, but could support an apprentice moving to the site from another project, a shared apprentice or starting an apprentice that could move onto another project, which is why we also look at training weeks.
- 2 We will also be recording the number of people in the workforce from other priority groups, which include, careleavers, ex-offenders, ex-military and other social mobility factors, but we do not have specific targets relating to these groups.

Underpinning KPI's²

% of workforce women	20%	30% Stretch
% of workforce from a BAME background	32%	40% Stretch
% of workforce with a registered disability	5%	10% Stretch

What is the process?

Action

RIBA Stage 0

RIBA Stage 1: Optimise

Development manager

Set targets in brief for apprenticeships to achieve Good or Leading Practice benchmarks. This can include consultant teams and construction work.

Encourage supply chain to undertake an equality impact assessment (EQIA) as part of their equality, diversity and inclusion (EDI) action plan

RIBA Stage 2: Plan / Design

Planning consultant

Work with the development manager or partner to advise on the Section 106 Employment and Skills requirements schedule and ensure alignment with SDF targets

RIBA Stage 3: Plan / Design

Development manager

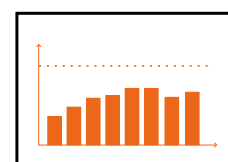
Introduce the Skills and Training team to the project team so an outline employment and skills plan can be created

Skills and Training team

Build relationship with the development partner to agree targets based on labour requirements, existing skills and delivery programme and Sustainability Development Framework (SDF) targets

Action

Documentation



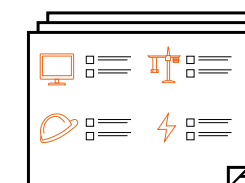
Targets in project brief
(development manager)



EQIA



Section 106
agreement



Outline
employment and
skills plan

Documentation

What is the process? (continued)

Action

RIBA Stage 4: Specify

Development manager

Embed skills and training requirements into tender documents

RIBA Stage 5: Deliver

Development manager and contractor

Development manager to introduce the Skills and Training team to the contractor so an employment and skills plan can be created

Submit the employment and skills plan/ labour forecast (supplied and preparation supported by the Skills and Training team) to the local authority

Skills and Training team

Support progress with this indicator by engaging local referral partners and training organisations

RIBA Stage 6: Deliver

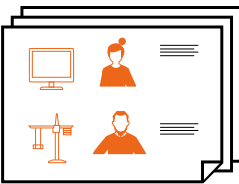
Skills and Training team

Monitor and report on apprenticeship outcomes

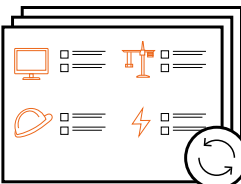
RIBA Stage 7

Action

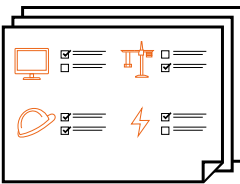
Documentation



Tender documents



Employment and skills plan/labour forecast (supplied and preparation supported by the Skills and Training team)



Employment and skills monitoring form (supplied and monitored by the Skills and Training team)

Documentation

Relevant policy

Skills for Londoners, A Skills and Adult Education Strategy for London; GLA, 2018
Good Growth Objective 6:
Growing a good economy
.....

Apprenticeships can not only bring many benefits for business, but they can also act as a vehicle for social mobility; Objective 4: Promote productivity by supporting employers to develop and make the best use of the skills of their current and future workforce.

Transport Infrastructure Skills Strategy; DfT 2016
.....

13. Employers throughout the supply chain need to invest in skills. We will use procurement to deliver a significant increase in the number of apprenticeships right through our supply chains, setting ambitious targets using the most appropriate approach to achieve the highest number.

Further reading

National Skills Academy for Construction – Client Based Approach 2017.
A framework developed by the Construction Industry Training Board and approved by industry to inform Good Practice employment and skills delivery
Skills for Londoners, A Skills and Adult Education Strategy for London; GLA, 2018
Transport Infrastructure Skills Strategy; DfT 2016

ID no

Key Performance Indicator (KPI) name

LP 2 Work Placements

What is it?

Work placements provide opportunities for people to gain meaningful work experience in the construction and built environment sector. This indicator focuses on work experience for young people in education and graduates, and those not in education, employment or training. It also supports under-represented groups and unemployed people providing access to employment opportunities regardless of their age. Work placements should be a minimum of one week. Any placements over the length of three weeks or more must be paid at (or over) the London Living wage.

Placement numbers are based on guidance from the National Skills Academy for Construction Client Based Approach, developed by the Construction Industry Training Board (CITB) in partnership with industry. Good and leading practice are differentiated by the proportion of paid and unpaid placements.

This includes work placements with consultants and is monitored by the TfL skills and training team in the same way as any employment and skills plan.

How does it add value?

Work placements are an important part of this programme as they offer a way to gain meaningful experience in a relevant sector before progressing into an apprenticeship, job or further training. Placements also encourage new talent into the workforce and are often offered as part of an education or training programme. Importantly, they create opportunities for under-represented groups and support social mobility.

TfL's skills and training teams work with partners creating into-employment programmes to upskill or reskill individuals and support them into sustainable employment.

Placements form an essential part of our construction skills programme, which helps people to gain relevant industry experience before progressing into apprenticeships, jobs or further training. This indicator underpins our commitment to remove barriers to employment and create jobs for Londoners. It also supports the Mayor's priorities set out in Skills for Londoners and our commitment to the Department for Transport's Transport Infrastructure Skills Strategy.

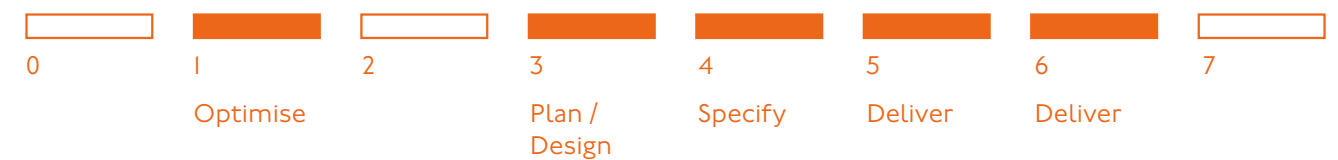
What type of project does the indicator apply to?

- ☒ Residential
- ☒ Commercial
- ☒ Masterplan
- ☒ Industrial

Who is responsible?

TfL Skills & Training Team	● ● ●	leading
Contractor	● ● ●	leading
Development Manager	● ● ○	accountable
Consultant Teams	● ○ ○	supporting

RIBA Stages



Connected UN Sustainable Development Goals

- 8 Decent Work and Economic Growth
- 4 Quality Education
- 10 Reduced Inequalities



Connected SDF indicators

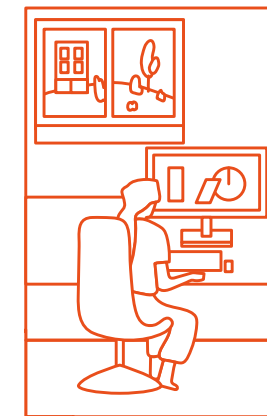
- ☒ Apprenticeships
- ☒ Apprenticeships – Diversity and Inclusion
- ☒ Local Jobs Created during Design and Construction

How is it calculated?

Work placement numbers are based on guidance from the National Skills Academy for Construction and depend on the construction value and type of project. Work placements must be a minimum of one week. Any placement longer than two weeks (i.e. three weeks+) must be paid at (or above) London Living Wage. The number of placements should be recorded in the employment and skills plan for a project. This will include information on the types of placement opportunities to be recruited, and how this is reflected in the project's labour forecast. A method statement showing how this indicator will be met is required.

The minimum number of work placements may exceed the CITB guidance if required by the Local Authorities Section 106 Employment and Skills requirements. Our Skills and Training team will work with the development team and main contractor to agree and monitor this indicator.

Provided that work placements are connected to the project, numbers can be work placements on site or in offices and for any member of the project team. It must however be a new work placement and not an existing member of staff.

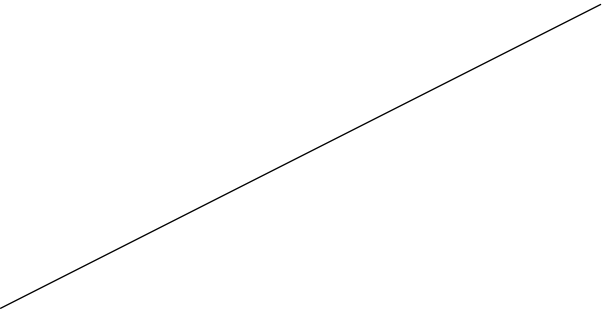


Metric type	Units	Range
#	#	Varies depending on contract value, sector and construction method
Numerical	Number of work placement weeks offered through the project by construction value.	0 ✓ Good Practice In line with industry benchmarks (CITB NSAFC) ★ Leading Practice Over 50% of the total work experience weeks on offer through the project are over 3 weeks in duration and paid.

What is the process?

Action

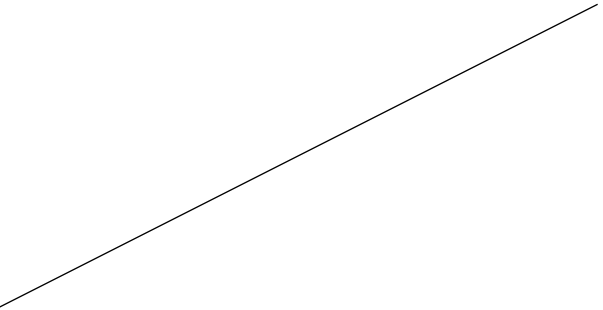
RIBA Stage 0



RIBA Stage 1: Optimise

Development manager
Consider requirement for work placements in consultant teams in appointments

RIBA Stage 2



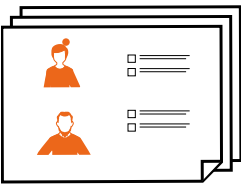
RIBA Stage 3: Plan / Design

Development manager
Introduce the skills and training team to the project team so that an employment and skills plan can be created

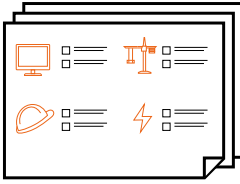
Notify the skills and training team of Section 106 Employment and skills requirements on the project

Action

Documentation



Consultant Appointments



Skills and employment plan

Documentation

What is the process? (continued)

Action

RIBA Stage 4: Specify

Development manager

Embed skills and training requirements into tender documents

RIBA Stage 5: Deliver

Development manager and contractor

The skills and training team to support the delivery of the apprenticeship indicator by engaging local referral partners and training organisations

Skills and Training team

Monitor and report on the delivery of apprenticeship outcomes

RIBA Stage 6: Deliver

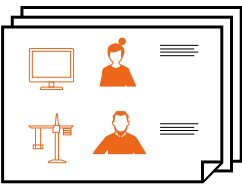
Skills and Training team

Monitor and report on apprenticeship outcomes

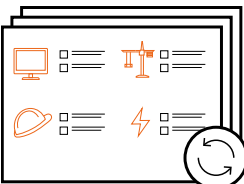
RIBA Stage 7

Action

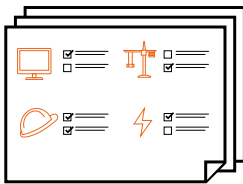
Documentation



Tender documents



Employment and skills plan/labour forecast (supplied and preparation supported by the skills and training team)



Employment and skills monitoring form (supplied and monitored by the skills and training team)

Documentation

Relevant policy

Skills for Londoners, A Skills and Adult Education Strategy for London, GLA, 2018
.....

Empower all Londoners to access the education and skills to participate in society and progress in education and work. ‘City Hall will support targeted employment and skills provision for the most disadvantaged groups, including those people experiencing complex barriers to work, so they are better equipped to access the opportunities that London has to offer.’

Further reading

National Skills Academy for Construction – Client Based Approach 2017.
A framework developed by the Construction Industry Training Board and approved by industry to inform Good Practice employment and skills delivery.

Skills for Londoners, A Skills and Adult Education Strategy for London, GLA, 2018

Transport Infrastructure Skills Strategy, Department for Transport, 2016

ID no

Key Performance Indicator (KPI) name

LP 3 Local Jobs Created during Design and Construction

What is it?

This indicator focuses on the creation of new and sustainable jobs for recent entrants into the built environment sector from the local community. It differs from but compliments Local Authorities' Section 106 local labour targets, by aiming to recruit between 20-30 per cent local labour as standard practice. The number of jobs created are based on guidance from the National Skills Academy for Construction Client Based Approach, developed by the Construction Industry Training Board (CITB) in partnership with industry.

Social mobility by bringing new talent into the construction workforce and creating opportunities for under-represented groups is also encouraged by this indicator.

How does it add value?

Employment is a key priority for central government and the Greater London Authority (GLA). Where a new development creates or unlocks employment opportunities that would not otherwise have been possible, then this can be considered positive regeneration and contributes to the sustainable development goals of the SDF. The local jobs indicator helps people in the community to access jobs and find a route into work in the built environment.

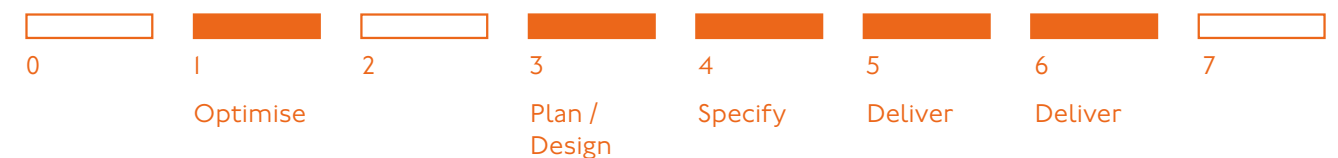
What type of project does the indicator apply to?

- ☒ Residential
- ☒ Commercial
- ☒ Masterplan
- ☒ Industrial

Who is responsible?

Contractor	● ● ●	leading
Development Manager	● ● ○	accountable
TfL Skills & Training Team	● ○ ○	supporting

RIBA Stages



Connected UN Sustainable Development Goals

- 8 Decent Work and Economic Growth
- 4 Quality Education
- 10 Reduced Inequalities



Connected SDF indicators

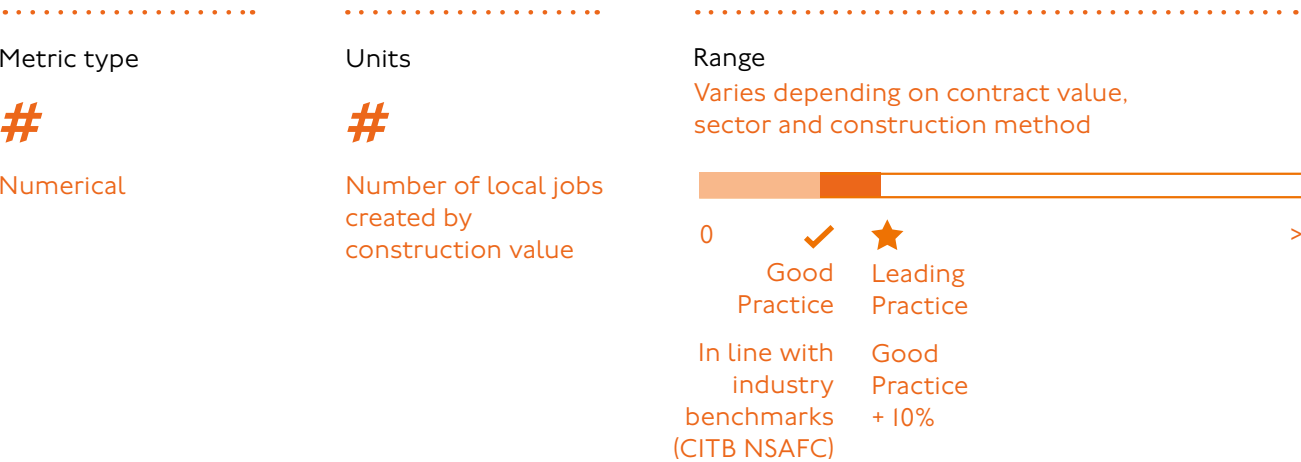
- ☒ Apprenticeships
- ☒ Apprenticeships – Diversity and Inclusion
- ☒ Supporting Start Ups, SME and Social Enterprise

How is it calculated?

The number of local jobs is based on guidance from the National Skills Academy for Construction and varies depending on the construction value and type of project. The following should be taken into consideration:

- The jobs created should last for at least 26 weeks
- The number of local jobs must be recorded in the employment and skills plan for a project. This should include information on the types of opportunities that will be recruited and how this is reflected in the labour forecast for the project. A method statement indicating how this indicator will be met is also required
- The minimum number of local jobs may exceed the CITB guidance if required by the Local Authorities Section 106 Employment and Skills requirements
- Our Skills and Training team will work with the development team and main contractor to agree and monitor this indicator

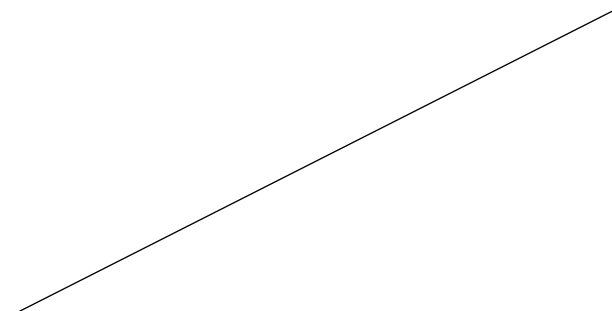
Note: The definition of ‘local’ varies between local authorities but will likely be focused within the borough, some allow greater flexibility.



What is the process?

Action

RIBA Stage 0

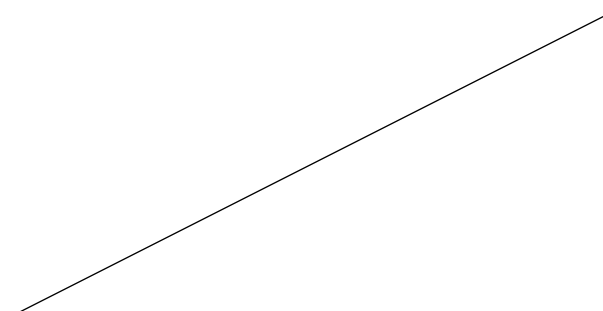


RIBA Stage 1: Optimise

Development manager

Consider requirement for work placements in consultant teams in appointments

RIBA Stage 2



RIBA Stage 3: Plan / Design

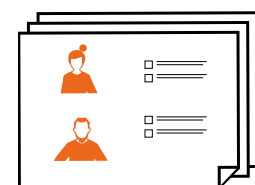
Development manager

Introduce the skills and training team to the project team so that an employment and skills plan can be created

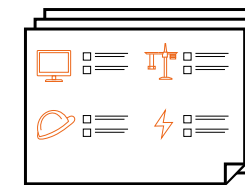
Notify the skills and training team of Section 106 Employment and Skills requirements on the project

Action

Documentation



Consultant Appointments



Skills and employment plan

Documentation

What is the process? (continued)

Action

RIBA Stage 4: Specify

Development manager

Embed skills and training requirements into tender documents

RIBA Stage 5: Deliver

Development manager and contractor

The skills and training team to support the delivery of the apprenticeship indicator by engaging local referral partners and training organisations

Skills and Training team

Monitor and report on the delivery of apprenticeship outcomes

RIBA Stage 6: Deliver

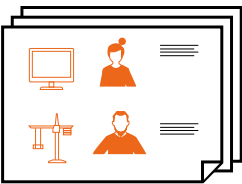
Skills and Training team

Monitor and report on apprenticeship outcomes

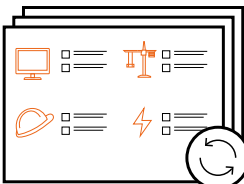
RIBA Stage 7

Action

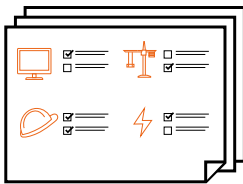
Documentation



Tender documents



Employment and skills plan/labour forecast (supplied and preparation supported by the skills and training team)



Employment and skills monitoring form (supplied and monitored by the skills and training team)

Documentation

Relevant policy

Skills for Londoners, A Skills and Adult Education Strategy for London, GLA, 2018
.....
Empower all Londoners to access the education and skills to participate in society and progress in education and work. 'City Hall will support targeted employment and skills provision for the most disadvantaged groups, including those people experiencing complex barriers to work, so they are better equipped to access the opportunities that London has to offer.'

Further reading

National Skills Academy for Construction – Client Based Approach 2017.
A framework developed by the Construction Industry Training Board and approved by industry to inform Good Practice employment and skills delivery.
Skills for Londoners, A Skills and Adult Education Strategy for London, GLA, 2018
Transport Infrastructure Skills Strategy, Department for Transport, 2016

ID no

Key Performance Indicator (KPI) name

LP 4 Workforce Diversity – Disabilities

What is it?

Employers are expected to encourage greater representation of disabled people into the construction workforce, with at least 5 per cent of the employment and skills opportunities on the project aimed at people who consider themselves to be disabled or have a learning difficulty.

This indicator aims to encourage employers to take on more disabled people on our construction projects to achieve fairer and more inclusive workforces.

Our definition of a disability identifies 'disabled' as a person who has a physical or mental health condition or illness that has lasted or is expected to last 12 months or more, that reduces their ability to carry out day-to-day activities. This indicator is aligned with the Mayor's Construction Academy (MCA) Hub approach to ethnicity, gender and disabilities.

How does it add value?

This indicator encourages employers to take action to address the lack of disabled people being employed in the construction sector. This will also help ensure the sector benefits from a diverse perspective when incorporating accessibility and inclusivity into building design.

According to the Equality and Human Rights Commission, almost twice the number of working age disabled adults in London are not in work, compared with non-disabled adults. We can help change this. By encouraging employers to make reasonable adjustments, and supporting disabled people with access to more job opportunities, we can all help make construction a more accessible industry.

The indicator supports the priorities set out in the Mayor's Skills for Londoners Strategy that all Londoners have an opportunity to fulfil their potential, regardless of race, gender or disability. It also supports our priority to help remove barriers, and create an inclusive, diverse workforce that represents London's population.

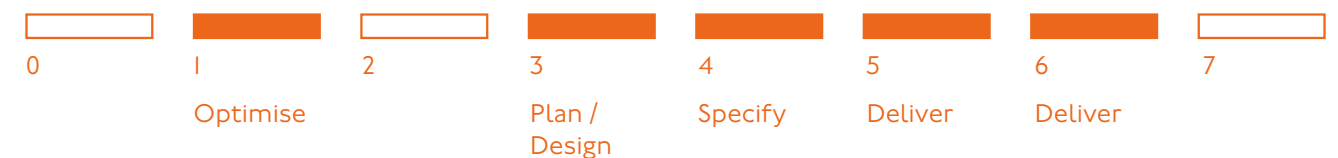
What type of project does the indicator apply to?

- ☒ Residential
- ☒ Commercial
- ☒ Masterplan
- ☒ Industrial

Who is responsible?

Contractor	● ● ●	leading
Development Manager	● ● ○	accountable
TfL Skills & Training Team	● ○ ○	supporting
Consultant Team	● ○ ○	supporting

RIBA Stages



Connected UN Sustainable Development Goals

- 8 Decent Work and Economic Growth
- 4 Quality Education
- 10 Reduced Inequalities

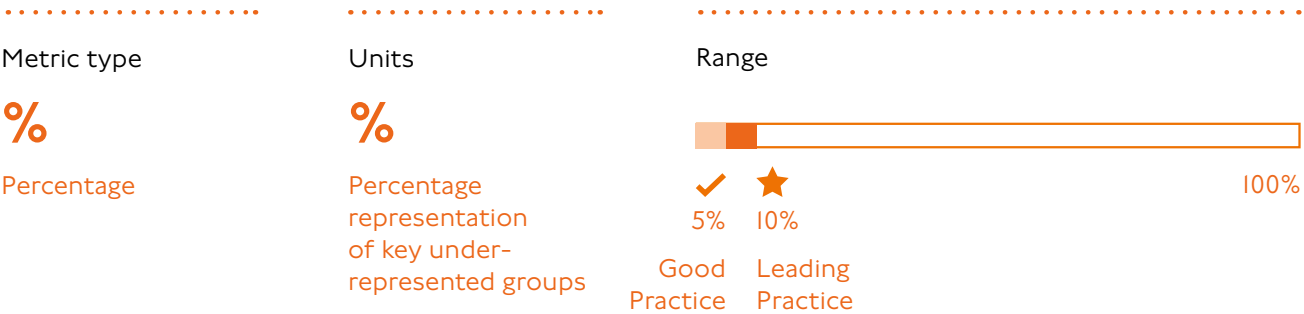


Connected SDF indicators

- ☒ Apprenticeships
- ☒ Work Placements
- ☒ Local Jobs Created during Design and Construction
- ☒ Access and Inclusion

How is it calculated?

Calculations will be based on guidance from the Mayor’s Construction Academy and Section I06 Employment and Skills requirements.	These target percentages can be averaged across the total number of apprenticeships, work placements and local jobs but do not apply to all construction jobs.	Provided that apprentices are connected to the project, numbers can be apprenticeships on site or in offices and for any member of the project team. It must however be a new apprentice and not an existing member of staff.
Employers should make reasonable endeavors and adjustments to attract and support people with disabilities access apprenticeships, work placements and/or job opportunities.	The main contractor will need to complete an employment and skills methodology, outlining how they will work with the supply chain to deliver this priority.	
Our Skills and Training Team will be introduced to the project’s development team and main contractor to agree the target for each project based on projected labour forecasting.	The Skills and Training Team will work with the main contractor and supply chain to support delivery and will be responsible for monitoring progress.	



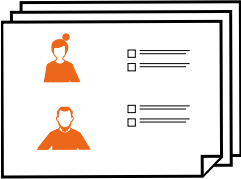
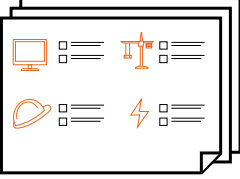
What is the process?

Action

RIBA Stage 0	RIBA Stage 1: Optimise	RIBA Stage 2	RIBA Stage 3: Plan / Design
	Development manager Include targets for Good or Leading Practice in brief and consultant team appointments Encourage supply chain to undertake an equality impact assessment (EQIA) as part of their equality, diversity and inclusion (EDI) action plan		Development manager Introduce the Skills and Training team to the design and project team so an outline employment and skills plan can be created Notify the Skills and Training team of the Section 106 Employment and Skills requirements on the project

Action

Documentation

	 Consultant appointments Project brief	 EQIA	 Skills and employment plan
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Documentation

What is the process? (continued)

Action

RIBA Stage 4: Specify

Development manager

Embed skills and training requirements into the tender documents

RIBA Stage 5: Deliver

Development manager and contractor

Development manager to introduce the Skills and Training team to the contractor so an employment and skills plan can be created

Submit the employment and skills plan/ labour forecast (supplied and preparation supported by the Skills and Training team) to the local authority

Skills and Training team

Support progress with this indicator by engaging local referral partners and training organisations

RIBA Stage 6: Deliver

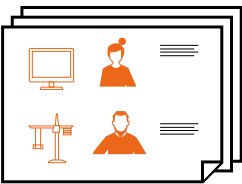
Skills and Training team

Monitor and report on delivery of outcomes

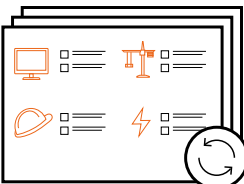
RIBA Stage 7

Action

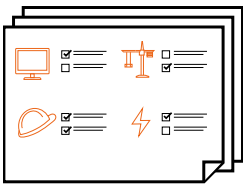
Documentation



Tender documents



Employment and skills plan/labour forecast (supplied and preparation supported by the Skills and Training team)



Employment and skills monitoring form (supplied and monitored by the Skills and Training team)

Documentation

Relevant policy

Good Growth By Design – Supporting Diversity Handbook
.....

Clients should ensure that they support diversity and inclusion through their procurement of services.

Skills for Londoners, A Skills and Adult Education Strategy for London; GLA, 2018
.....

... The Mayor will challenge and support employers through the launch of the Good Work Standard. The Standard will ensure Leading Practice on promoting diversity, inclusion and social mobility in recruitment approaches; and on re-skilling and in-work progression.
The Mayor will also seek to address the under-representation of women and BAME Londoners in the construction sector ... through programmes such as the Mayor’s Construction Academy.

Further reading

Skills for Londoners, A Skills and Adult Education Strategy for London; GLA, 2018
Transport Infrastructure Skills Strategy; DfT 2016
Good Growth by Design – Supporting Diversity Handbook

ID no

Key Performance Indicator (KPI) name

LP 5 Workforce Diversity – Gender

What is it?

This indicator aims to encourage employers to address the under-representation of women working in the construction sector.

Employers are expected that at least 30 per cent of the employment and skills opportunities offered on the project should be aimed at women.

This indicator is aligned with, and supports, the Mayor's Construction Academy (MCA) Hub approach to ethnicity, gender and disability.

How does it add value?

Encouraging more women into the construction sector will make sure that workforces are fair, inclusive and diverse. This will also mean that our buildings are designed and constructed in a way that consider the needs of our diverse communities.

According to the Office for National Statistics (ONS), women currently only make up 13 per cent of the workforce in the construction industry. This indicator aims to help address this imbalance and encourage fairer, more inclusive workforces.

It also supports the priorities set out in the Mayor's Skills for Londoners Strategy that all Londoners have an opportunity to fulfil their potential, regardless of race, gender or disability. As well as our priority to help remove barriers to work, and create an inclusive, diverse workforce that represents London's population.

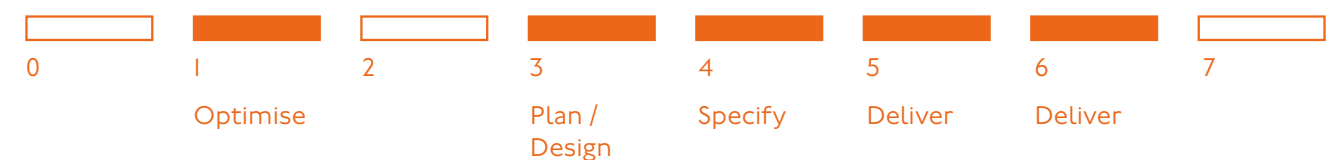
What type of project does the indicator apply to?

- ☒ Residential
- ☒ Commercial
- ☒ Masterplan
- ☒ Industrial

Who is responsible?

Contractor	● ● ●	leading
Development Manager	● ● ○	accountable
TfL Skills & Training Team	● ○ ○	supporting

RIBA Stages



Connected UN Sustainable Development Goals

- 8 Decent Work and Economic Growth
- 4 Quality Education
- 10 Reduced Inequalities



Connected SDF indicators

- ☒ Apprenticeships
- ☒ Work Placements
- ☒ Local Jobs Created during Design and Construction
- ☒ Teenage Playspace

How is it calculated?

Calculations will be based on guidance from the Mayor’s Construction Academy and Section I06 Employment and Skills requirements.

Employers should make reasonable endeavors to attract and support women into apprenticeships, work placements and/or job opportunities.

Our Skills and Training Team will be introduced to the project’s development team and main contractor to agree the target for each project based on projected labour forecasting.

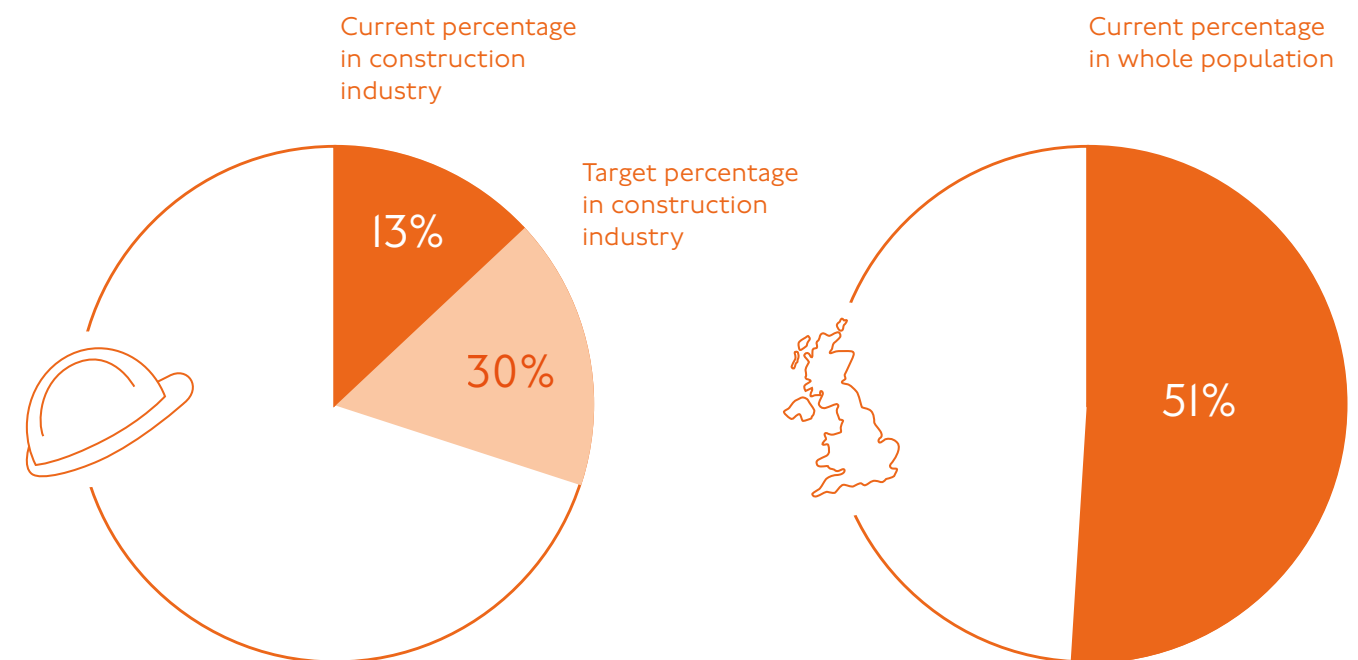
These target percentages can be averaged across the total number of apprenticeships, work placements and local jobs but do not apply to all construction jobs.

The main contractor will need to complete an employment and skills methodology, outlining how they will work with the supply chain to deliver this priority.

The Skills and Training Team will work with the main contractor and supply chain to support delivery and will be responsible for monitoring progress.

Provided that apprentices are connected to the project, numbers can be apprenticeships on site or in offices and for any member of the project team. It must however be a new apprentice and not an existing member of staff.

Women in UK construction industry and population



Metric type

%

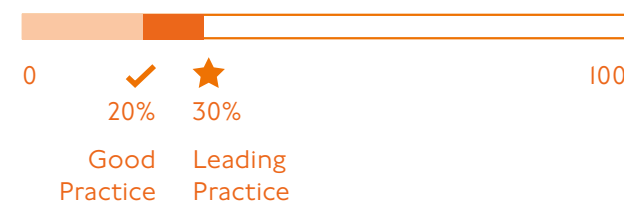
Percentage

Units

%

Percentage representation of key under-represented groups

Range



What is the process?

Action

RIBA Stage 0

RIBA Stage 1: Optimise

RIBA Stage 2

RIBA Stage 3: Plan / Design

Action

Development manager

Include targets for Good or Leading Practice in brief and consultant team appointments.

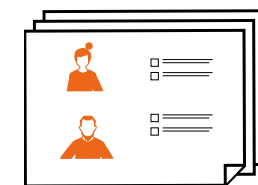
Encourage supply chain to undertake an equality impact assessment (EQIA) as part of their equality, diversity and inclusion (EDI) action plan

Development manager

Introduce the Skills and Training team to the project team so an outline employment and skills plan can be created

Notify the Skills and Training team of the Section 106 Employment and Skills requirements on the project

Documentation

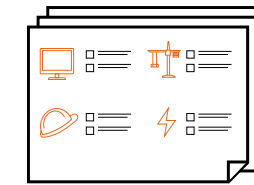


Consultant Appointments



EQIA

Project brief



Skills and employment plan

Documentation

What is the process? (continued)

Action

RIBA Stage 4: Specify

Development manager

Embed skills and training requirements into tender documents

RIBA Stage 5: Deliver

Development manager and contractor

Development manager to introduce the Skills and Training team to the contractor so an employment and skills plan can be created

Submit the employment and skills plan/ labour forecast (supplied and preparation supported by the Skills and Training team) to the local authority

Skills and Training team

Support progress with this indicator by engaging local referral partners and training organisations

RIBA Stage 6: Deliver

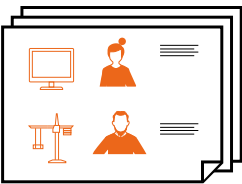
Skills and Training team

Monitor and report on apprenticeship outcomes

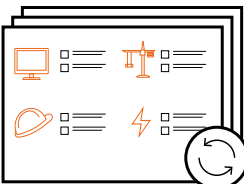
RIBA Stage 7

Action

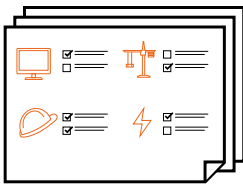
Documentation



Tender documents



Employment and skills plan/labour forecast (supplied and preparation supported by the Skills and Training team)



Employment and skills monitoring form (supplied and monitored by the Skills and Training team)

Documentation

Relevant policy

Good Growth By Design –
Supporting Diversity Handbook
.....

Clients should ensure that they support diversity and inclusion through their procurement of services.

Skills for Londoners, A Skills and Adult
Education Strategy for London; GLA,
2018
.....

... The Mayor will challenge and support employers through the launch of the Good Work Standard. The Standard will ensure Leading Practice on promoting diversity, inclusion and social mobility in recruitment approaches; and on re-skilling and in-work progression.

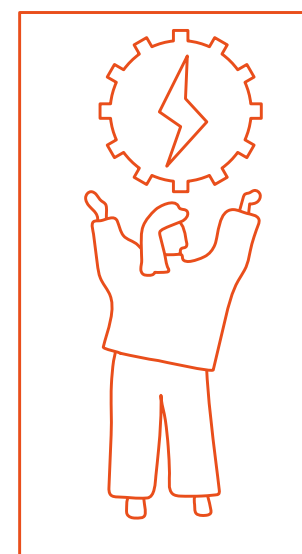
The Mayor will also seek to address the under-representation of women and BAME Londoners in the construction sector ... through programmes such as the Mayor's Construction Academy.

Further reading

Skills for Londoners, A Skills and Adult
Education Strategy for London; GLA,
2018

Transport Infrastructure Skills Strategy;
DfT 2016

Good Growth by Design – Supporting
Diversity Handbook



ID no

Key Performance Indicator (KPI) name

LP 6 Workforce Diversity – Ethnic Minorities

What is it?

This indicator aims to encourage employers to address the under-representation of people from ethnic minority backgrounds working in the construction sector.

Employers are expected, by the GLA as part of the Mayor's Construction Academy, to aim at least 30 per cent of the employment and skills opportunities on a project at people from ethnic minority backgrounds.

This indicator is aligned with, and supports, the Mayor's Construction Academy (MCA) Hub approach to ethnicity, gender and disability.

How does it add value?

Encouraging people from ethnic minority backgrounds into the construction sector will make sure that workforces are fair, inclusive and diverse. This will also mean that our buildings are designed and constructed in a way that consider the needs of our diverse communities.

This approach supports the priorities set out in the Mayor's Skills for Londoners Strategy that all Londoners have an opportunity to fulfil their potential, regardless of race, gender or disability. We also have a commitment to remove barriers to work, and create a workforce that represents London's population.

According to the Office for National Statistics (ONS), only seven per cent of the UK's construction workforce is made up of people from ethnic minority backgrounds. We all need to do what we can to address this imbalance.

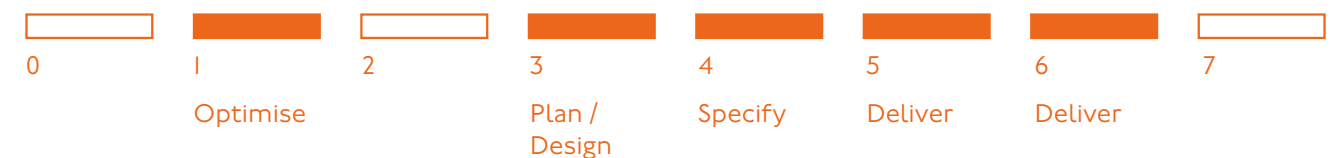
What type of project does the indicator apply to?

- ☒ Residential
- ☒ Commercial
- ☒ Masterplan
- ☒ Industrial

Who is responsible?

Contractor	● ● ●	leading
Development Manager	● ● ○	accountable
TfL Skills & Training Team	● ○ ○	supporting

RIBA Stages



Connected UN Sustainable Development Goals

- 8 Decent Work and Economic Growth
- 4 Quality Education
- 10 Reduced Inequalities



Connected SDF indicators

- ☒ Apprenticeships
- ☒ Work Placements
- ☒ Local Jobs Created during Design and Construction

How is it calculated?

Calculations will be based on guidance from the Mayor’s Construction Academy and Section 106 Employment and Skills requirements.

Employers should make reasonable endeavors to attract and support people from ethnic minority backgrounds into apprenticeships, work placements and/or career opportunities within the built environment.

Our Skills and Training Team will be introduced to the project’s development team and main contractor to agree the target for each project based on projected labour forecasting.

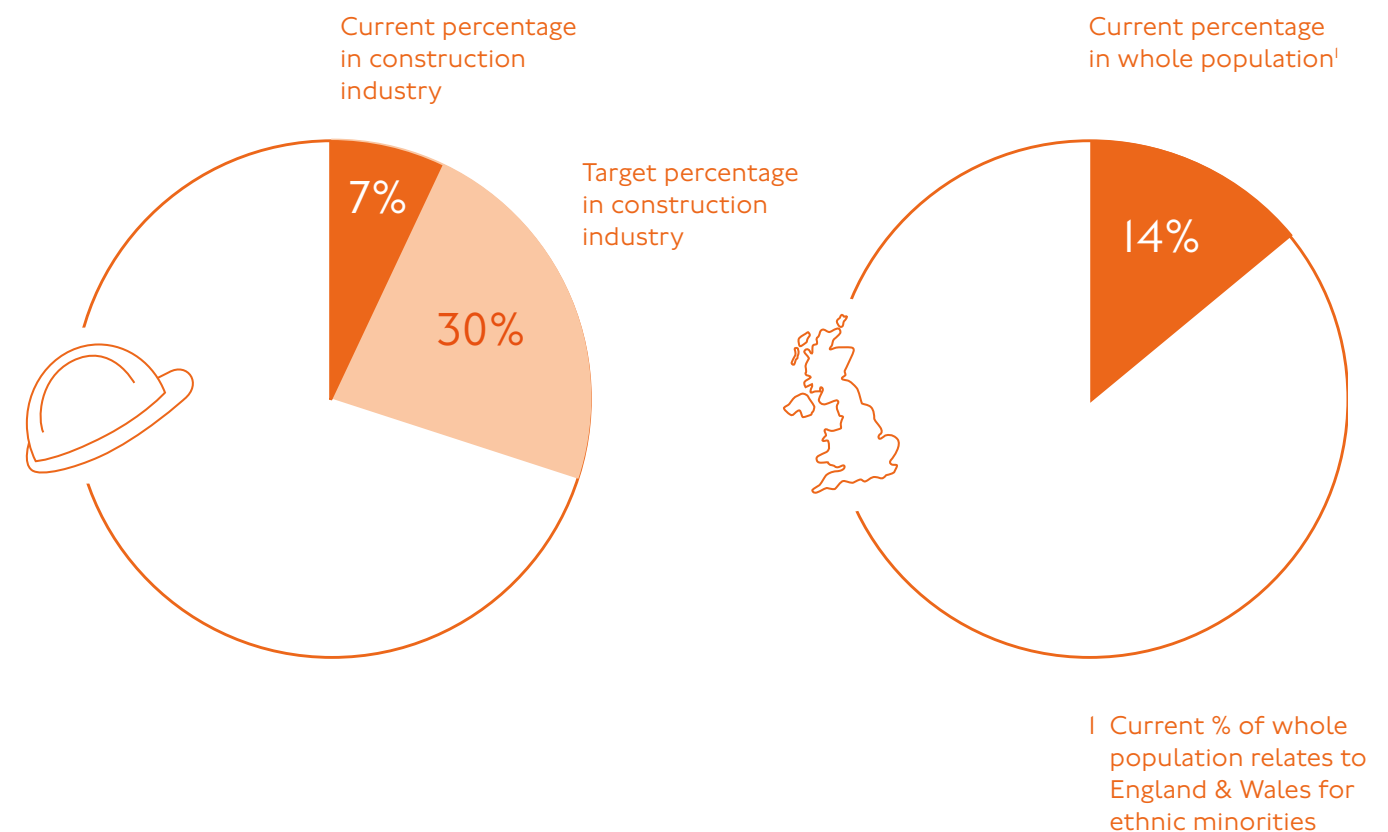
These target percentages can be averaged across the total number of apprenticeships, work placements and local jobs but do not apply to all construction jobs.

The main contractor will need to complete an employment and skills methodology, outlining how they will work with the supply chain to deliver this priority.

The Skills and Training Team will work with the main contractor and supply chain to support delivery and will be responsible for monitoring progress.

Provided that apprentices are connected to the project, numbers can be apprenticeships on site or in offices and for any member of the project team. It must however be a new apprentice and not an existing member of staff.

Representation of key under-represented groups



Metric type

%

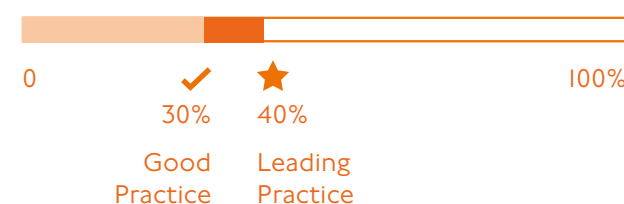
Percentage

Units

%

Percentage representation of key under-represented groups

Range



What is the process?

Action

RIBA Stage 0

RIBA Stage 1: Optimise

RIBA Stage 2

RIBA Stage 3: Plan / Design

Action

Development manager

Include targets for Good or Leading Practice in brief and consultant team appointments.

Encourage supply chain to undertake an equality impact assessment (EQIA) as part of their equality, diversity and inclusion (EDI) action plan

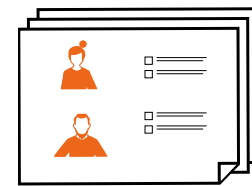
Development manager

Introduce the Skills and Training team to the project team so an outline employment and skills plan can be created

Notify the Skills and Training team of the Section 106 Employment and Skills requirements on the project

Documentation

Documentation

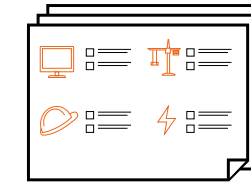


Consultant
Appointments



EQIA

Project brief



Skills and
employment plan

What is the process? (continued)

Action

RIBA Stage 4: Specify

Development manager

Embed skills and training requirements into tender documents

RIBA Stage 5: Deliver

Development manager and contractor

Development manager to introduce the Skills and Training team to the contractor so an employment and skills plan can be created

Submit the employment and skills plan/ labour forecast (supplied and preparation supported by the Skills and Training team) to the local authority

Skills and Training team

Support progress with this indicator by engaging local referral partners and training organisations

RIBA Stage 6: Deliver

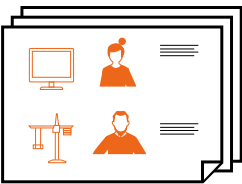
Skills and Training team

Monitor and report on apprenticeship outcomes

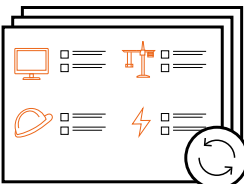
RIBA Stage 7

Action

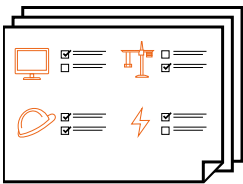
Documentation



Tender documents



Employment and skills plan/labour forecast (supplied and preparation supported by the Skills and Training team)



Employment and skills monitoring form (supplied and monitored by the Skills and Training team)

Documentation

Relevant policy

Good Growth By Design –
Supporting Diversity Handbook
.....

Clients should ensure that they support diversity and inclusion through their procurement of services.

Skills for Londoners, A Skills and Adult
Education Strategy for London; GLA,
2018
.....

... The Mayor will challenge and support employers through the launch of the Good Work Standard. The Standard will ensure Leading Practice on promoting diversity, inclusion and social mobility in recruitment approaches; and on re-skilling and in-work progression. The Mayor will also seek to address the under-representation of women and BAME Londoners in the construction sector...through programmes such as the Mayor’s Construction Academy.

Further reading

Skills for Londoners, A Skills and Adult
Education Strategy for London; GLA,
2018
Transport Infrastructure Skills Strategy;
DfT 2016
Good Growth by Design – Supporting
Diversity Handbook

ID no

Key Performance Indicator (KPI) name

LP 7

Supporting Local Commerce

What is it?

This indicator measures the contribution a development can make to local commerce and whether it has local business support activities in place. Business support can offer a lifeline and serve local commerce through a range of strategic or finance-related activities.

How does it add value?

It is recognised that where a development introduces a single or series of business support actions, this contributes to inclusive and sustainable growth in London by generating local wealth and employment. Such economic activity empowers local people, especially in deprived areas, and helps to ensure economic success is shared by everyone in the community.

This indicator is largely driven by the Publication London Plan (2020) and the Mayor’s Economic Development Strategy (2018). These outline the importance Greater London Authority (GLA) places on business support activities in achieving good growth objectives and promoting local commerce.

What type of project does the indicator apply to?

- ☐ Residential
- ☒ Commercial
- ☒ Masterplan
- ☒ Industrial

Who is responsible?

Development Manager	●●○	accountable
TfL Customer Team	●○○	supporting
Communications	●○○	supporting
Project Manager	●○○	supporting

RIBA Stages



Connected UN Sustainable Development Goals

- 8 Decent Work and Economic Growth
- 11 Sustainable Cities and Communities
- 9 Industry, Innovation and Infrastructure



Connected SDF indicators

- ☒ Apprenticeships
- ☒ Supporting Start Ups, SME and Social Enterprise
- ☒ Supporting Creativity and Culture
- ☒ Meanwhile

How is it calculated?

For the purpose of this indicator, local commerce is defined as economic activity (jobs, businesses, enterprises) that takes place within an area of influence – usually a walk of up to one kilometer from a central point.

The development manager will need to know if the GLA or London borough where the development is proposed have stated a need for business support actions. If there is no commercial space in the development, the indicator is not applicable. However, where there is a requirement for business support with targeted activities as part of the project, the scheme will achieve Good Practice where 2 business support measures are implemented and Leading Practice where four or more are implemented.

The table opposite gives an example of measures but this is illustrative and will depend on the local plan. The first step should be to identify local business support needs.

Business support measures by category

Categories	Examples of Business Support Measures
Education led	Investment in skills development and enterprise Providing accountancy skills to local businesses
Procurement led	Using local supply chains Flyering new local businesses to local residents
Business development	Supporting local Business Improvement Districts Providing business improvement support, for example, through enterprise agencies Developing a local leasing strategy Developing job retention or local employment schemes Providing start-up loans Introducing accelerator/incubator programmes Offer new businesses meanwhile opportunities on site

Metric type	Units	Range
#	n/a	✓ 2 Good Practice ★ 4 Leading Practice
Numerical	Number of support measures	

What is the process?

Action

RIBA Stage 0

RIBA Stage 1: Optimise

RIBA Stage 2: Plan / Design

RIBA Stage 3

Action

TfL Customer Team

Carry out analysis of local economic needs

Development manager

Prepare local commerce strategy proposal outlining business support actions

Take into consideration findings of the equality impact assessment (EQIA)

Communications

Engage with local community and business leaders to identify business support needs

Documentation



EQIA



Local commerce strategy report including local needs analysis and engagement with local businesses

Documentation

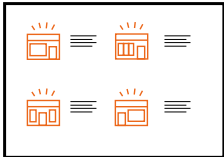
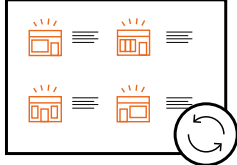
What is the process? (continued)

Action

RIBA Stage 4: Specify	RIBA Stage 5: Deliver	RIBA Stage 6: Deliver	RIBA Stage 7: Monitor
<u>Development manager</u> Continue to develop local commerce strategy	<u>Development manager</u> Recruit business support delivery partners if necessary	<u>Property manager</u> Implement business support plan	<u>Property manager</u> Monitor and evaluate the business support in accordance with the plan

Action

Documentation

 Business support strategy monitoring and evaluation plan			 Business support strategy monitoring and evaluation plan
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Documentation

Relevant policy

Publication London Plan (2020) Good Growth Objective 6
.....

Good Growth Objective 6:
Growing a good economy

To conserve and enhance London's global economic competitiveness and ensure that economic success is shared amongst all Londoners, those involved in planning and development must:

A. promote the strength and potential of the wider city region

Publication London Plan (2020) Policy EII
.....

Policy EII
Skills and opportunities for all

B. Development proposals should support employment, skills development, apprenticeships, and other education and training opportunities in both the construction and end-use phases, including through Section 106 obligations where appropriate.

Further reading

The Mayor's Economic Development Strategy for London



ID no

Key Performance Indicator (KPI) name

LP 8 Supporting Start Ups, SME and Social Enterprise

What is it?

This indicator measures the contributions a development can make to support start-up businesses, small and medium enterprises (SMEs) and social enterprises. These contributions include a range of initiatives from supportive leasing policies, for example, with fair break clauses or payment conditions, to providing affordable and suitable workspace, and independent advice.

How does it add value?

Supporting start-ups, SMEs and social enterprises is important because they contribute to local economic activity and create positive social outcomes. These small businesses drive innovation and entrepreneurial activity and create access to new markets. As many are run by minority ethnic groups or women, targeted investment can empower those who often face barriers to finance.

To protect these businesses, suitably affordable and fitting spaces are needed throughout London. For them to thrive, business support and fair tenancy agreements are necessary safeguards to help provide the tools they need to grow.

What type of project does the indicator apply to?

- ☐ Residential
- ☒ Commercial
- ☒ Masterplan
- ☒ Industrial

Who is responsible?

Development Manager	● ● ○	accountable
Communications	● ○ ○	supporting
Architect	● ○ ○	supporting
Asset Manager	● ○ ○	supporting
Property Manager	● ○ ○	supporting
TfL Customer Team	● ○ ○	supporting

RIBA Stages



Connected UN Sustainable Development Goals

- 8 Decent Work and Economic Growth
- 9 Industry, Innovation and Infrastructure
- 10 Reduced Inequalities



Connected SDF indicators

- ☒ Supporting Creativity and Culture
- ☒ Supporting Local Commerce
- ☒ Local Jobs Created during Design and Construction
- ☒ Community Initiatives Grants

How is it calculated?

This indicator is based on the type of provision of commercial space for start-ups, SMEs and social enterprises (SE).

To score Good Practice there must be either; provision of workspace for start ups and/or SMEs and/or discounted workspace for social enterprises

To score Leading Practice there must be discounted rent for start ups and/or SMEs and/or affordable rents for social enterprises.

Note: There is an alternative route to Leading Practice. This is letting a space to a workspace provider who has achieved accreditation under the GLA Affordable Workspace Accreditation Scheme.

Metric type	Units	Range	
Points	n/a Type of provision	✓ provision of workspace for start ups and SME, discounted rent for social enterprises Good Practice	★ discounted rent for start ups and SME, affordable rent for social enterprises Leading Practice

What is the process?

Action

RIBA Stage 0: Optimise

Development manager

Make provision for SME/SE support in financial appraisal

RIBA Stage I: Optimise

Economic and business consultant

Carry out analysis of local economic needs

RIBA Stage 2: Plan / Design

Planning manager

Liaise with local authority to determine need for affordable workspace

Communications

Engage with local community and business leaders to identify business support needs

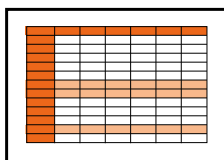
Architect

Meet with potential workspace providers to ensure that design of planned affordable areas meets their needs. Consider best approach to providing affordable work space that meets established local needs

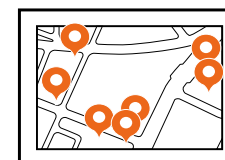
RIBA Stage 3

Action

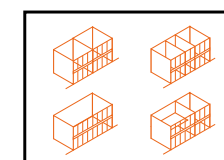
Documentation



Financial Appraisal



Local commerce strategy report including local needs analysis and engagement with local businesses



Concept design for commercial space to accommodate flexible workspace as part of planning application

Documentation

What is the process? (continued)

Action

RIBA Stage 4

RIBA Stage 5: Deliver

RIBA Stage 6: Deliver

RIBA Stage 7: Monitor

Development manager

Recruit affordable workspace providers if necessary

Asset manager

Prepare leasing plan (including details on workspace considerations from Publication London Plan (Policy E2, E3), commercial space allocations, support measures)

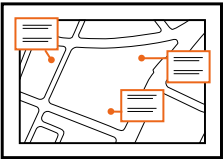
Property manager

Implement leasing plan

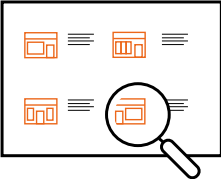
Property manager

Commercial monitoring in accordance with leasing plan (where information is available, to look at growth of businesses, social value impact)

Documentation



Leasing plan (including details on workspace considerations from Publication London Plan (Policy E2, E3), commercial space allocations, support measures)



Commercial monitoring

Action

Documentation

Relevant policy

Publication London Plan (2020) Policy E2

Policy E2 providing suitable business space – see policy text in entirety

A) Boroughs should include policies in local Development Plan Documents that support the provision, and where appropriate, protection of a range of B Use Class business space, in terms of type, use and size, at an appropriate range of rents, to meet the needs of micro, small and medium-sized enterprises and to support firms wishing to start-up or expand.

B) Development of B Use Class business uses should ensure that the space is fit for purpose having regard to the type and use of the space.

C) Development proposals that involve the loss of existing B Use Class business space (including creative and artists' workspace) in areas identified in a local Development Plan Document where there is a shortage of lower-cost space or workspace of particular types, uses or sizes, should:

1) demonstrate that there is no reasonable prospect of the site being used for business purposes, or
2) ensure that an equivalent amount of B Use Class business space is reprovided in the proposal which is appropriate in terms of type, use and size, incorporating existing businesses where possible, and include affordable workspace where appropriate (see Policy E3 Affordable workspace).

D) Development proposals for new B Use Class business floorspace greater than 2,500 sq.m. (gross external area), or a locally determined lower threshold

in a local Development Plan Document, should consider the scope to provide a proportion of flexible workspace or smaller units suitable for micro, small and medium-sized enterprises

Publication London Plan (2020) Policy E3

Policy E3 providing affordable workspace – see policy text in entirety

A In defined circumstances set out in Parts B and C below, planning obligations may be used to secure affordable workspace (in the B Use Class) at rents maintained below the market rate for that space for a specific social, cultural or economic development purpose such as:

1) for specific sectors that have social value such as charities, voluntary and community organisations or social enterprises

2) for specific sectors that have cultural value such as creative and artists' workspace, rehearsal and performance space and makerspace

3) for disadvantaged groups starting up in any sector

4) supporting educational outcomes through connections to schools, colleges or higher education

5) supporting start-up and early stage businesses or regeneration.

B) Consideration should be given to the need for affordable workspace for the purposes in Part A above:

1) where there is affordable workspace onsite currently, or has been at any time since 1 December 2017, except where it is demonstrated that the

affordable workspace has been provided on a temporary basis pending redevelopment of the site

2) in areas identified in a local Development Plan Document where cost pressures could lead to the loss of affordable or low-cost workspace for micro, small and medium-sized enterprises (such as in the City Fringe around the CAZ and in Creative Enterprise Zones)

3) in locations identified in a local Development Plan Document where the provision of affordable workspace would be necessary or desirable to sustain a mix of business or cultural uses which contribute to the character of an area.

C) Boroughs, in their Development Plans, should consider detailed affordable workspace policies in light of local evidence of need and viability. These may include policies on site-specific locations or defining areas of need for certain kinds of affordable workspace.

D) Affordable workspace policies defined in Development Plans and the terms set out in Section 106 agreements should ensure that the objectives in Part A above are monitored and achieved, including evidence that the space will be managed by a workspace provider with a long-term commitment to maintaining the agreed or intended social, cultural or economic impact. Applicants are encouraged to engage with workspace providers at an early stage in the planning process to ensure that the space is configured and managed efficiently.

E) Leases or transfers of space to workspace providers should be at rates that allow providers to manage effective workspace with sub-market rents, meeting the objectives in Part A, over the long-term.

Further reading

Start me up: The value of workspaces for small businesses, entrepreneurs and artists in London

Workspace that works

Creating Open Workspaces

TfL CD policy suite on small business

The Affordability Crisis: Overview and Recommendations

ID no

Key Performance Indicator (KPI) name

LP 9

Supporting Creativity and Culture

What is it?

London's creative industries are pivotal to the city's culture, tourism and economy. This indicator measures how the development contributes to the Capital's creative and cultural sectors. It calls for developers to make a proportion of their commercial space available to creative enterprises at an affordable rent, and for the jobs created to contribute to the growth of cultural and creative industries.

Impact is measured through a number of actions to be completed by the development partnership. This will be scored on points linked to specific actions and outcomes.

How does it add value?

A combination of London's competitive land markets and the vulnerability of creative and cultural industries to the slightest fluctuation, be it in demand or costs, means that dedicated and affordable commercial space is essential to protect and support them.

By offering affordable rents and flexible terms of lease, creative enterprises can adapt more easily to changes in circumstance. Shared commercial spaces on affordable terms also create neighbourhood 'hubs' of activity. These stimulate creative innovation, employment and training opportunities, helping these sectors to grow – and build international reputations.

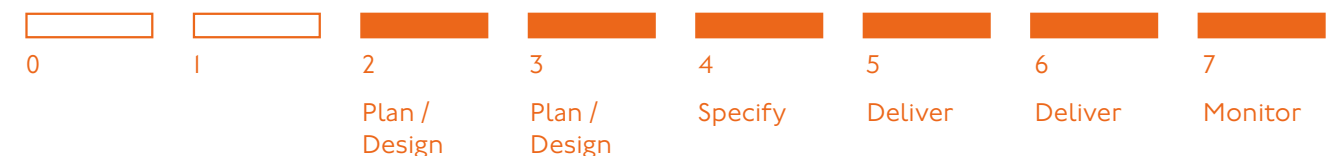
What type of project does the indicator apply to?

- ☐ Residential
- ☒ Commercial
- ☒ Masterplan
- ☒ Industrial (optional)

Who is responsible?

Development Manager	● ● ○	accountable
Communications	● ○ ○	supporting
Architect	● ○ ○	supporting
Asset Manager	● ○ ○	supporting
Property Manager	● ○ ○	supporting
TfL Customer Team	● ○ ○	supporting

RIBA Stages



Connected UN Sustainable Development Goals

- 8 Decent Work and Economic Growth
- 9 Industry, Innovation and Infrastructure
- 10 Reduced Inequalities



Connected SDF indicators

- ☒ Supporting Start Ups, SME and Social Enterprise
- ☒ Supporting Local Commerce
- ☒ Meanwhile Use
- ☒ Active Community Programming
- ☒ Active Public Space
- ☒ Active Frontages

How is it calculated?

This KPI has a threshold for applicability of 1,000+ homes or 200,000sqft+ of commercial space. Below these thresholds this KPI is optional.

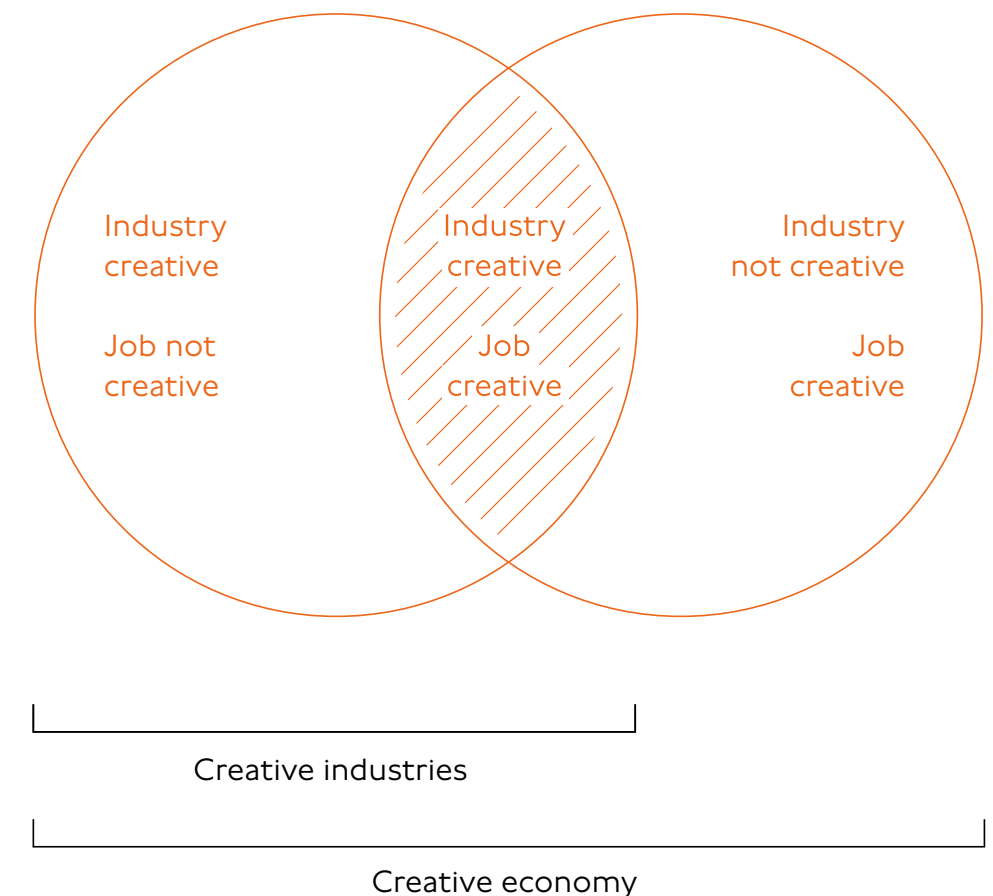
The first step is to identify if the London borough specifies a need for additional space for the creative or cultural sectors within the local area to the development. If not, the indicator is not applicable.

If it does, Good Practice would be to allocate some of the commercial Net Internal Area for businesses within the creative and cultural sectors (as defined by the Department for Digital, Culture, Media & Sport).

DCMS defines the creative industries as: advertising and marketing; architecture; crafts; design (product, graphic and fashion design); film, TV, radio and photography; IT, software and computer services; publishing; museums, galleries and libraries; music, performing and visual arts.

To achieve Leading Practice in employment provision there must be a commitment to affordability levels for rents in accordance with local need in addition to the requirements for Good Practice.

Note: There is an alternative route to Leading Practice. This is letting a space to a creative or cultural workspace provider who has achieved accreditation under the GLA Affordable Workspace Accreditation Scheme.



Metric type	Units	Range
Points	n/a	1 point 2 points
	Measures in place	Good Practice Leading Practice

Figure I is from the London Borough of Southwark Creative Enterprise Zone Area Research Report. It provides further clarity on the different elements of creative industries. As a result of the SDF looking at the amount

of space in the development provided to creative industry and the job contribution, developments are likely to have a more meaningful impact on the creative sector

What is the process?

Action

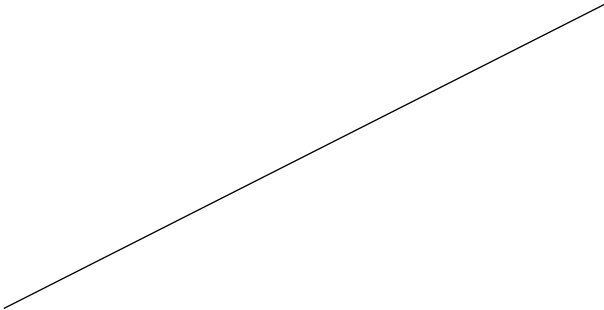
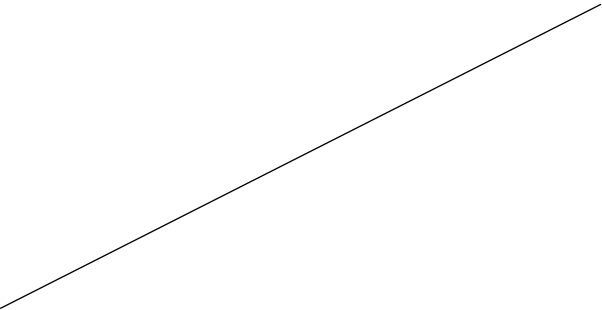
RIBA Stage 0

RIBA Stage I

RIBA Stage 2: Plan / Design

RIBA Stage 3: Plan / Design

Action



Development manager

Review GLA and Creative Land Trust guidance on affordable rent levels

Communications

Engage with local creative and cultural organisations to identify space needs

Take into consideration findings of the equality impact assessment (EQIA)

Architect

Meet with potential occupiers to ensure that design of planned spaces meet their needs

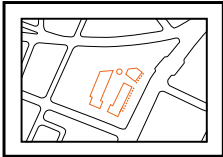
Architect

Meet with potential occupiers to ensure that design of planned spaces meet their needs

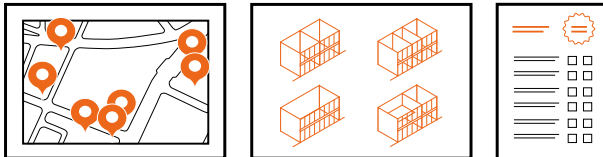
Documentation



Documentation



Local plan



Local commerce strategy report including local needs analysis and engagement with local businesses

Concept design for commercial space

to accommodate space for creative and cultural production and consumption as part of planning application

EQIA

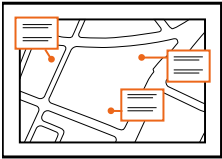
What is the process? (continued)

Action

RIBA Stage 4: Specify	RIBA Stage 5: Deliver	RIBA Stage 6: Deliver	RIBA Stage 7: Monitor
<u>Architect</u> Ensure that specification and detailed design of planned spaces meet needs of potential occupiers	<u>Development manager</u> Recruit creative and cultural partners if necessary <u>Asset manager</u> Prepare leasing plan including details on levels of affordability and proportion of space dedicated to creative and cultural organisations	<u>Property manager</u> Implement leasing plan	<u>Property manager</u> Impact monitoring in accordance with leasing plan

Action

Documentation



Leasing plan



Commercial monitoring

Documentation

Relevant policy

Publication London Plan (2020) Policy HC5
.....

Policy HC5 supporting London’s culture and creative industries

See policy text in entirety

Publication London Plan (2020) Policy E2
.....

Policy E2 providing suitable business space

See policy text in entirety

Publication London Plan (2020) Policy E3
.....

Policy E3 providing affordable workspace

See policy text in entirety

CD policy
.....

Refer to our Commercial Development policy suite on small business and rent

Further reading

Creative places – Supporting your local creative economy

Workspace that Works, WEB-2703I7.pdf

Online platform for Affordable Workspace Design

Creative Land Trust

Cultural Infrastructure Map

Creative XR acceleration programme for the arts and culture industries

ID no

Key Performance Indicator (KPI) name

LP10 Fair Employment Practices

What is it?

This indicator measures the proportion of organisations, procured through all RIBA stages of the development process, who have fair and inclusive employment and workplace development practices in place. The indicator is largely driven by the Mayor's Economic Development Strategy for London (2018). This encourages businesses to promote the principles of the Good Work Standard (GWS) and address workplace inequalities and improve productivity.

The GWS is a voluntary benchmark for every London employer. It sets out three levels of accreditation or maturity (Foundation, Achievement and Excellence) to be met under a set of four criteria or 'pillars'. These include fair pay and contracts, workplace wellbeing, skills and progression, and diversity and recruitment. For each area, organisations must be able to show that they adhere to the requirements set out in each compliance level.

How does it add value?

By following the Good Work Standard benchmark, employers can be sure they are providing safe, secure and decent jobs in London. With the focus on fair pay and conditions, workplace wellbeing, skills and progression, and diversity and recruitment, the lives of employees will be improved. Success in these areas will also produce benefits for employers.

As the Mayor's Economic Development Strategy for London (2018) reports: 'happier and healthier workforces tend to be more productive ones and paying a decent wage can help with staff recruitment and retention'. By improving pay and working conditions for all people involved in the development process, this indicator will help to ensure TfL's developments are contributing to making London the best city in the world to work.

What type of project does the indicator apply to?

- ☒ Residential
- ☒ Commercial
- ☒ Masterplan
- ☒ Industrial

Who is responsible?

Development Manager	● ● ○	accountable
Project Manager	● ○ ○	supporting
Procurement	● ○ ○	supporting
Contractor and Consultant Team	● ○ ○	supporting

RIBA Stages



Connected UN Sustainable Development Goals

- 8 Decent Work and Economic Growth
- 1 No Poverty
- 5 Gender Equality



Connected SDF indicators

- ☒ Workforce Diversity – Ethnicity
- ☒ Workforce Diversity – Disabilities
- ☒ Work Placements
- ☒ Volunteering

How is it calculated?

The project score is aligned to the level of compliance with the Good Work Standard set for all businesses employed on the development project. These are:

- Foundation level: mainly represents the compliance activities that the majority of organisations should be undertaking
- Achievement level: represents Good Practice in this indicator, such as ensuring pay and benefits are set using feedback and consultation with the workforce and employer
- Excellence level: represents Leading Practice in the indicator, such as ensuring pay levels and bands are accessible and transparent. Good Practice is where 100 per cent of the procured organisations working on the project demonstrate that they meet the GWS 'Foundation' and 'Achievement' level criteria, or have been accredited at the 'Achievement' level.

Leading Practice is where 100 per cent of the procured organisations demonstrate that they meet 'Foundation', 'Achievement' and 'Excellence' level criteria, or have been accredited at the 'Excellence' level. This information should be self-reported by organisations during procurement, and development tender documents should include a GWS maturity self-assessment requirement.



Metric type	Units	Range
★ Foundation, Achievement, Excellence	n/a GLA Good Work Standard	✓ Foundation ★ Excellence

How is it calculated? (continued)

Pillar I – Fair pay and conditions

	● Foundation	✓ Achievement	★ Excellence
I. Pay	FI.1 – All workers and employees are paid at least the relevant National Living Wage or National Minimum wage.	6 AI.1 – The organisation is accredited as a Living Wage employer.	EI.1 – All apprentices are paid the London Living Wage as a minimum.
	FI.2 – All workers and employees are provided statutory leave entitlement. This includes annual leave, sick pay, maternity, paternity and adoption leave.	AI.2 – Apprentices are paid higher than the apprentice minimum wage and receive pay increases to match their growing skills and experience as they progress through their apprenticeship.	EI.2 – Organisations in the supply chain are encouraged to pay and become accredited London Living Wage employers.
	FI.3 – Itemised payslips are provided to all employees on a regular basis.	AI.3 – An above minimum paid leave entitlement is given to employees and workers. This includes greater paid holiday, sick, maternity, paternity and adoption leave.	EI.3 – Organisations with less than 250 employees voluntarily calculate and publish executive pay ratios.
	FI.4 – Interns are paid the National Minimum Wage and receive the same employment rights as employees. This may exclude school work experience, work shadowing or voluntary placements.	AI.4 – Pay and benefits are set using feedback and consultation with workers and employees.	EI.4 – Pay levels and bands are accessible and transparent to help raise confidence that pay is set fairly across the organisation.
	FI.5 – Statutory notice period, consultation and pay for employees is provided if and when redundancies are made.		EI.5 – The organisation applies a London Weighting to workers and employees based in London, to reflect higher pay rates and living costs of living in London.
	FI.6 – Executive pay ratios are published in annual reports if the company is publicly listed.		

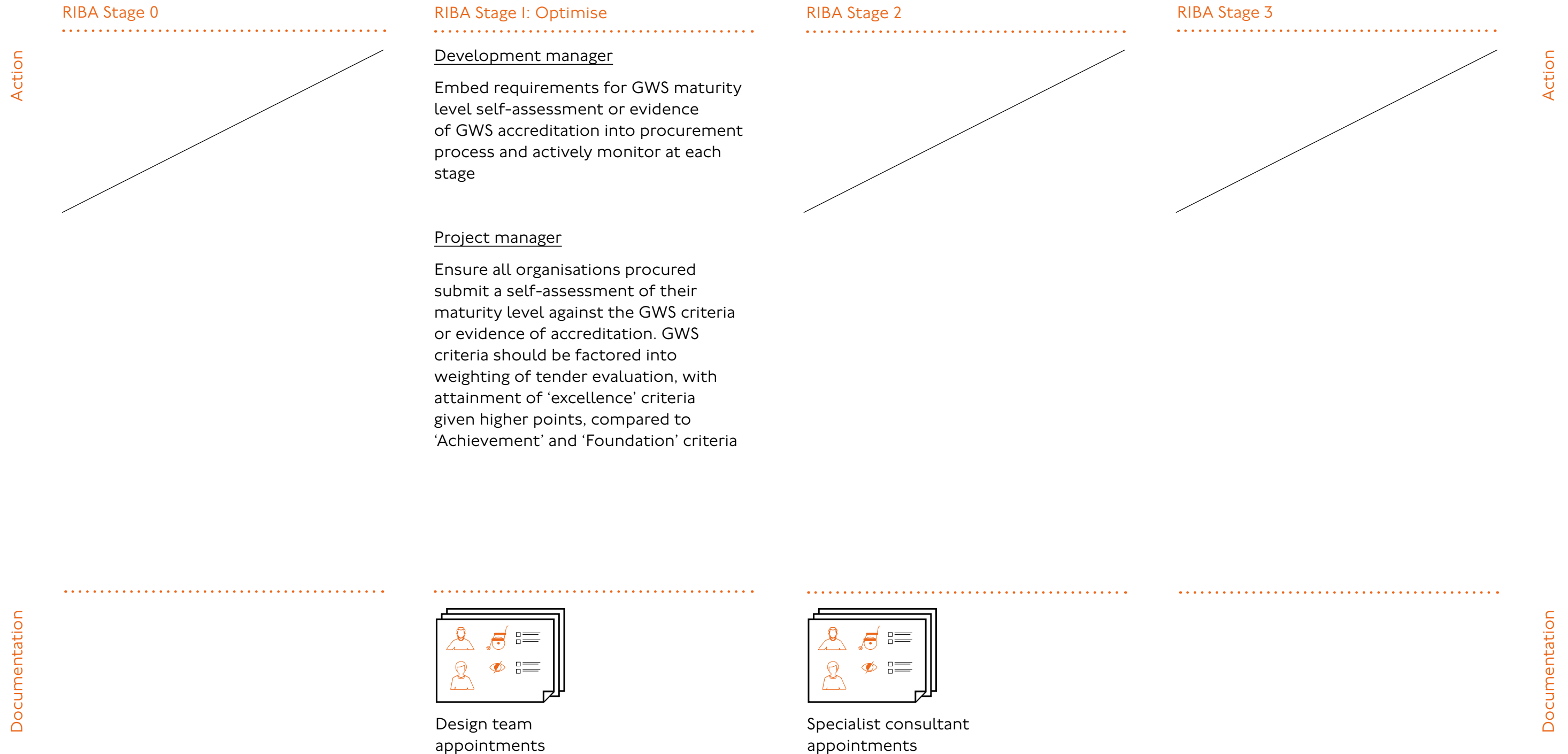
The table left is an example of the criteria an organisation must meet under a sub-area of one of the four key pillars. In this case, it is looking at the ‘pay’ sub-area of the ‘Fair pay and conditions’ pillar.

The Foundation level mainly represents the compliance activities that the majority of organisations should be undertaking.

The Achievement level represents Good Practice in this indicator, such as ensuring pay and benefits are set using feedback and consultation with the workforce and employer.

The Excellence level represents Leading Practice in the indicator, such as ensuring pay levels and bands are accessible and transparent.

What is the process?



What is the process? (continued)

Action

RIBA Stage 4: Specify

Project manager

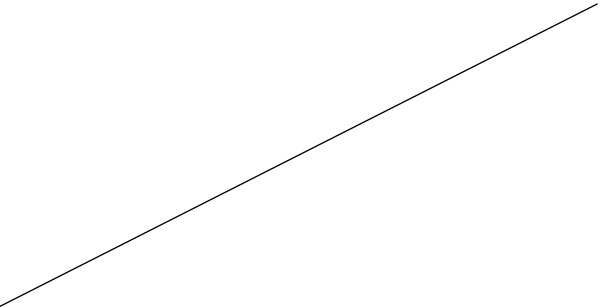
Ensure requirement for contractor to submit a self-assessment of their maturity level against the GWS criteria or evidence of accreditation is embedded in the tender documentation. GWS criteria should be factored into weighting of tender evaluation, with attainment of 'Excellence' criteria given higher points, compared to 'Achievement' and 'Foundation' criteria

RIBA Stage 5: Deliver

Contractor

Ensure all sub-contractors procured submit a self-assessment of their maturity level against the GWS criteria or evidence of accreditation. GWS criteria should be factored into weighting of tender evaluation, with attainment of 'Excellence' criteria given higher points, compared to 'Achievement' and 'Foundation' criteria

RIBA Stage 6



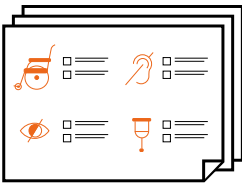
RIBA Stage 7: Monitor

Project manager

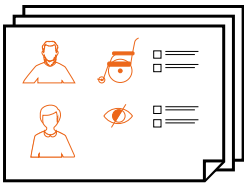
Review data from life of project

Action

Documentation



Tender documents



Sub-contractor appointments

Documentation

Relevant policy

Publication London Plan (2020), Policy E11
.....
Policy E11 B

Development proposals should support employment, skills development, apprenticeships, and other education and training opportunities in both the construction and end-use phases, including through Section 106 obligations where appropriate ...

- 1) enable those people undertaking training to complete their training and apprenticeships;
- 2) ensure the greatest possible level of take-up by Londoners of the training, apprenticeship and employment opportunities created;
- 3) increase the proportion of under-represented groups within the construction industry workforce.

The Mayor’s Economic Development Strategy for London (2018), 3.4
.....

Fairer pay and employment practices: The Mayor asks that ... businesses, representative bodies such as trade unions and local councils work with him to promote the principles of the Good Work Standard and the London Healthy Workplace Charter, and encourage engagement from employers across the capital.

Further reading

Employer Guidance For The Mayor’s Good Work Standard
The Mayor’s Economic Development Strategy for London
List of Good Work Standard accredited employers
Living Wage Foundation
London Healthy Workplace Award

ID no Key Performance Indicator (KPI) name

LP II

Local Labour – Workforce Monitoring

What is it?

This indicator aims to encourage employers to employ a broad range of local people on a project. It aligns closely to Local Authorities’ Section I06 local labour targets, but sets a benchmark across all Places for London projects, where there can be inconsistency between Local Authority targets. Please note, if the Local Authority target is higher than the Good Practice or Leading Practice targets set out below, the Local Authority target supersedes the SDF target, and it is the responsibility of the contractor to identify this.

How does it add value?

The indicator supports the development of local economies where our projects exist. By employing local residents, the contractor puts money in the pockets of residents in the local authority of the project. It also supports the GLAs commitment to making London’s Construction & Infrastructure sector reflect the diversity of the city, changing mindsets and tackling barriers to employing and retaining talent from across London’s population.

What type of project does the indicator apply to?

- ✓ Residential
- ✓ Commercial
- ✓ Masterplan
- ✓ Industrial

Who is responsible?

Contractor	● ● ●	leading
Development Manager	● ● ○	accountable
TfL Skills & Training Team	● ○ ○	supporting

RIBA Stages



Connected UN Sustainable Development Goals

- 8 Decent Work and Economic Growth
- 10 Reduced Inequalities



Connected SDF indicators

- ✓ Work Demographic Monitoring – Entire Workforce
- ✓ Local Jobs Created during Design and Construction
- ✓ Workforce Diversity – Disabilities
- ✓ Workforce Diversity – Gender
- ✓ Workforce Diversity – Ethnic Minorities

How is it calculated?

Employers will be required to monitor and report on the percentage of their workforce from the local authority (or local authorities) that the project is based in.

Our Skills and Training Team will be introduced to the project’s development team and main contractor, to provide support on increasing the proportion of local labour in the entire workforce.

Monthly reports will be provided to the Development Manager and Skills & Training Team.

Metric type	Units	Range
%	%	
Percentage	Percentage representation of Local Authority residents of entire site workforce.	✓ ★ 10% 20% 100% Good Practice Leading Practice

Please note, where Local Authority targets are a percentage greater than good or leading practice, the Local Authority target takes precedent over the SDF targets. It is the responsibility of the Contractor to identify this.

What is the process?

Action

RIBA Stage 0

RIBA Stage I

RIBA Stage 2

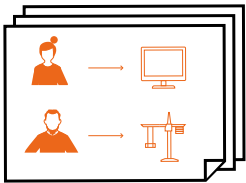
RIBA Stage 3: Plan / Design

Development manager

Introduce the Skills and Training team to the design and project team so an outline employment and skills plan can be created. Notify the Skills and Training team if there are specific workforce monitoring targets within the Section 106 Employment and Skills requirements on the project

Action

Documentation



Employment and skills plan

Documentation

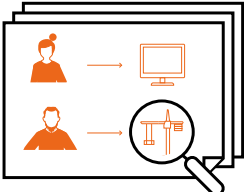
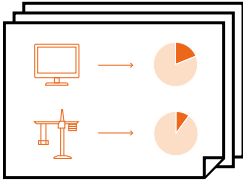
What is the process? (continued)

Action

RIBA Stage 4: Specify	RIBA Stage 5: Deliver	RIBA Stage 6: Monitor	RIBA Stage 7
<u>Development manager</u> Include requirements for workforce monitoring in tender	<u>Contractor</u> Ensure requirements for workforce monitoring are installed, monitored and reported on to Skills & Employment team monthly <u>Skills & training team</u> Monitor and report on the workforce monitoring	<u>Contractor</u> Contractor to produce final report, with project workforce statistics <u>Skills & training team</u> Monitor and report on delivery of project outcomes	

Action

Documentation

 Tender documents	 Employment and skills plan	 Employment and skills plan	
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Documentation

Relevant policy

Skills for Londoners, a Skills and Adult Education Strategy for London, GLA, 2018
.....

Empower all Londoners to access the education and skills to participate in society and progress in education and work. 'City Hall will support targeted employment and skills provision for the most disadvantaged groups, including those people experiencing complex barriers to work, so they are better equipped to access the opportunities that London has to offer.'

Good Growth By Design – Supporting Diversity Handbook
.....

Clients should ensure that they support diversity and inclusion through their procurement of services.

Publication London Plan (2020), Policy EII
.....
Policy EII B

Development proposals should support employment, skills development, apprenticeships, and other education and training opportunities in both the construction and end-use phases, including through Section 106 obligations where appropriate ...

- 1) enable those people undertaking training to complete their training and apprenticeships;
- 2) ensure the greatest possible level of take-up by Londoners of the training, apprenticeship and employment opportunities created;
- 3) increase the proportion of under-represented groups within the construction industry workforce.

Further reading

Skills for Londoners, A Skills and Adult Education Strategy for London; GLA, 2018
Good Growth by Design – Supporting Diversity Handbook

ID no

Key Performance Indicator (KPI) name

LP12

Workforce Demographic Monitoring – Entire Workforce

What is it?

This indicator focuses on the practice of regularly (monthly) monitoring the entire site workforce to better understand its demographic make-up, and encouraging a move towards a diverse and inclusive workplace that represents London’s population.

It differs from LP3 Local Jobs Created during Design and Construction, in that it is not the creation of new jobs, but the monitoring of the workforce working on-site. It supports the gathering of data to support a variety of indicators, including Local Labour – Workforce monitoring, Workforce Diversity – Disabilities, Workforce Diversity – Gender, Workforce Diversity – Ethnic Minorities.

It supports the achievement of Local Authorities Section I06 local labour targets (which typically specify that 20–30% of the workforce should be local labour), by driving good data collection and monitoring practices.

For projects over £10m in value, we require the monitoring to utilise site biometric access controls.

How does it add value?

With robust data capture, the project can ensure reliable data is reported regarding diversity and local labour targets. With better access and sight of relevant workforce data, the project is better equipped to respond to the Mayor’s commitment to changing mindsets and tackling barriers to employing and retaining talent from across London’s population.

What type of project does the indicator apply to?

- ☒ Residential
- ☒ Commercial
- ☒ Masterplan
- ☒ Industrial

Who is responsible?

Contractor	●●●	leading
Development Manager	●●○	accountable
TfL Skills & Training Team	●○○	supporting

RIBA Stages



Connected UN Sustainable Development Goals

- 8 Decent Work and Economic Growth
- 10 Reduced Inequalities



Connected SDF indicators

- ☒ Local Jobs Created during Design and Construction
- ☒ Local Jobs – Workforce Monitoring
- ☒ Workforce Diversity – Disabilities
- ☒ Workforce Diversity – Gender
- ☒ Workforce Diversity – Ethnic Minorities

How is it calculated?

Good practice for this Indicator is calculated by implementing a robust monitoring framework, that allows the Contractor to understand the make-up of local labour on its workforce (i.e. what percentage of the entire site workforce are from the Local Borough), as well as monitoring their workforce demographic data through protected characteristics.

.....		
Metric type	Units	Range
n/a	✓ ✗	Reporting
Robust Data System	Pass / Fail	

What is the process?

Action

RIBA Stage 0

RIBA Stage I

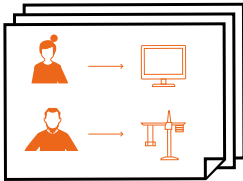
RIBA Stage 2

RIBA Stage 3: Plan / Design

Development manager
Introduce the Skills and training team to the design and project team to outline project requirements

Action

Documentation



Employment and skills plan

Documentation

What is the process? (continued)

Action

RIBA Stage 4: Specify

Development manager

Include requirements for workforce monitoring infrastructure in tender

RIBA Stage 5: Deliver / Monitor

Contractor

Ensure requirements for workforce monitoring infrastructure are installed

Skills & training team

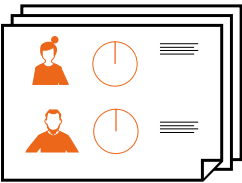
Monitor and feedback on the workforce monitoring

RIBA Stage 6

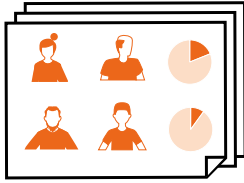
RIBA Stage 7

Action

Documentation



Tender documents



Employment and skills plan

Documentation

Relevant policy

Skills for Londoners, a Skills and Adult Education Strategy for London, GLA, 2018
.....

Empower all Londoners to access the education and skills to participate in society and progress in education and work. ‘City Hall will support targeted employment and skills provision for the most disadvantaged groups, including those people experiencing complex barriers to work, so they are better equipped to access the opportunities that London has to offer.’

Good Growth By Design – Supporting Diversity Handbook
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Clients should ensure that they support diversity and inclusion through their procurement of services.

Publication London Plan (2020), Policy EII
.....

Policy EII B

Development proposals should support employment, skills development, apprenticeships, and other education and training opportunities in both the construction and end-use phases, including through Section 106 obligations where appropriate ...

- 1) enable those people undertaking training to complete their training and apprenticeships;
- 2) ensure the greatest possible level of take-up by Londoners of the training, apprenticeship and employment opportunities created;
- 3) increase the proportion of under-represented groups within the construction industry workforce.

Further reading

Skills for Londoners, A Skills and Adult Education Strategy for London; GLA, 2018

Good Growth by Design – Supporting Diversity Handbook

Contributors

- LP1 Apprenticeships: TfL
- LP2 Work Placements: TfL
- LP3 Local Jobs Created during Design and Construction: TfL
- LP4 Workforce Diversity – Disabilities: TfL
- LP5 Workforce Diversity – Gender: TfL
- LP6 Workforce Diversity – Ethnicity: TfL
- LP7 Supporting Local Commerce: Matt MacDonald
- LP8 Supporting Start Ups, SME and Social Enterprise:
Matt MacDonald
- LP9 Supporting Creativity and Culture: Matt MacDonald
- LP10 Fair Employment Practices: Matt MacDonald
- LP11 Local Labour – Workforce Monitoring: TfL
- LP12 Workforce Demographic Monitoring – Entire Workforce: TfL

