

# 3 | COMMUNITY REGENERATION

Our main focus in 2008 was the education and training programmes we ran for the jobs created as a result of our major retail developments. We also delivered major public art programmes.

**72%**

**OF PEOPLE OFFERED JOBS AT HIGHCROSS, LEICESTER WERE PREVIOUSLY UNEMPLOYED**

Hammerson reviews the success of its education and training programmes against socio-economic criteria. From the data that the partnership has collated to date we know that 72% of those individuals who were offered jobs in Leicester were previously unemployed or young people aged 16-19 not in education, employment or training, with 52% living in Leicester's priority wards and 67% from BME groups.

**30%**

**OF CONSTRUCTION WORKERS FROM THE LOCAL COMMUNITY AT HIGHCROSS, LEICESTER**

In an audit carried on site at Highcross, Leicester over a six-month period in 2008, 30% of construction workers were found to be from local communities.

**6,000**

**JOBS CREATED IN BRISTOL AND LEICESTER**

The development of a new retail and leisure quarter within a city creates demand for a skilled workforce. Following the successful creation of recruitment and training schemes to support our development of The Oracle and WestQuay in the late 1990s and Bullring in 2003, dedicated programmes were set up by Hammerson in Leicester and Bristol to provide education and training for the 6,000 retail and leisure jobs created.

## We have been running our education and training programmes since our development of The Oracle in 1999.

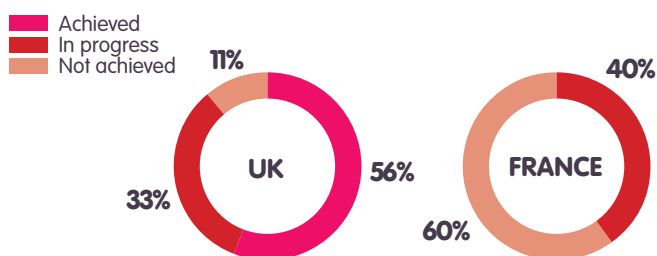
Our main focus in this area during 2008 was the education and training programmes we ran for the 6,000 jobs created as a result of our major retail developments in Leicester and Bristol and our public art programmes (the largest in Bristol and at Spitalfields, London, home to our Bishops Square office scheme). Both are established programmes which we have been running in different locations for a number of years: case studies are included in this section (page 32) and in previous CR reports.

Targets, however, were largely forward looking and relate to consultation and community engagement. Based on our experience of development projects completed in 2008, and informed by a social sustainability workshop we held in June, we developed a guidance note for best practice in community consultation, and implemented this in the consultation exercises we carried out in London and Southampton. In France, we also developed a guidance note based on our experience of the development of O'Parinor, to the north of Paris.

In the UK, we sought to extend our work in education and training, by developing a programme for the delivery of skills academies. We have developed a business plan in partnership with Skillsmart, the sector skills council for retail, and academies will be delivered from 2009 onwards. As a key community member in Tower Hamlets and Hackney, with future projects and existing assets, we continue to engage in community projects such as Spitalfields Music. Hammerson is a founding member of the Spitalfields Together partnership, designed to align our interests with those of the local community. We have employed Yomi Bashorun as a community manager working full time in the area. This has resulted in the development of several projects, from repairing playgrounds to organising series of seminars, linking volunteering with financial investment.

Community regeneration is one of the few areas where we did not meet many of our targets in France in 2008. It should be recognised that the legislative and cultural context surrounding community consultation and engagement in France is very different from the UK, a fact not reflected in our targets for 2008. We are working to identify appropriate targets in this area for France. In the meantime, we continue to run programmes which have proved successful in previous years, such as the spectacles donation scheme in shopping centres organised in partnership with Lunettes Sans Frontières.

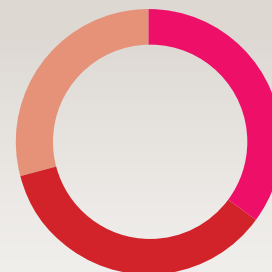
Finally, we re-entered the Business in the Community CR Index in 2008 in which we scored Bronze.



### OBJECTIVES

→ To invest in local communities including skills training and job creation

Performance against targets



### ACHIEVED

- Hold a social sustainability workshop to develop a community engagement strategy.
- Develop a guidance note for best practice community consultation during the development process and at managed assets.
- Implement the guidance note for best practice community consultation during the development process.
- Join the London Benchmarking Group and improve our measurement of community investment in line with this model.
- Develop a programme for delivery of skills academies.

### IN PROGRESS

- Develop a guidance note for best practice community consultation during the development process and at managed assets.
- Organise a 'Hammerson in the Community' day and an environmental awareness day.
- Deliver a charter for job skills and training at all existing assets.
- Develop a stakeholder engagement plan for future developments and each existing asset in order to recognise and enhance its role in the community.

### NOT ACHIEVED

- Implement the guidance note for best practice community consultation during the development process.
- Implement the guidance note for best practice community consultation for operations in the managed portfolio.
- Join the London Benchmarking Group and improve our measurement of community investment in line with this model.

UK ●  
France ●



## CASE STUDY JOBS CAMPAIGN – WORK HIGHCROSS AND CABOT CIRCUS JOBS

Hammerson is one of the UK's leading developers of major retail regeneration projects in city centres, with projects in the last decade including WestQuay, Southampton and Bullring Birmingham. Each of these major schemes creates upwards of 2,000 retail and leisure jobs, typically in cities with a historically low retail provision. We realised during our development of The Oracle, Reading that there was an opportunity to create additional value, by leveraging government funding to provide retail training and education programmes. This not only ensures that our retail customers have access to a skilled workforce, but also that local people have the best possible chance of securing local employment, in an industry that offers career progression.

The development of a new retail and leisure quarter within a city creates demand for a skilled workforce in the construction, retail and hospitality industries. Following the successful creation of recruitment and training schemes to support Hammerson's development of The Oracle, WestQuay and Bullring, dedicated programmes were set up by Hammerson in Leicester and Bristol to provide education and training for the 6,000 retail and leisure jobs created.

The vision for both schemes was to provide the local community with access to employment opportunities whilst offering a comprehensive package of services to meet retail and hospitality employer's recruitment and training needs.

To encourage employers and public sector organisations to work together, Hammerson developed partnerships with the public sector and retailer occupiers, Cabot Circus Jobs and Work Highcross, the latter underpinned by the Leicester Charter for Employment and Training. Initiatives developed to target local communities with particularly high pockets of unemployment included:

- Work Highcross and Cabot Circus Jobs websites:**  
 The sites provided retailers with the infrastructure to advertise their vacancies and recruit their workforce and enabled jobseekers to register their details and directly apply on line for jobs. This service was free to both retailers and jobseekers alike and had never been delivered on this scale before. We received over 51,000 registrations received across the two websites.
- Recruitment Fair:** Over two weekends in June, over 10,000 people visited recruitment fairs in Leicester and Bristol. These events offered the chance to meet retailers such as John Lewis, Harvey Nichols and House of Fraser and receive career advice.
- Work Highcross Roadshow and Cabot Circus Jobs bus:**  
 This initiative took job and training opportunities directly to people in their own communities. The buses were equipped with a range of material including career information packs and laptops. 7,400 people attended the Work Highcross roadshow at 54 community locations and events across Leicestershire. In Bristol around 10,000 people visited the Cabot Circus Jobs bus and community events.
- Pre-employment training:** In both Leicester and Bristol local colleges delivered two-week pre-employment training programmes, with some 1,000 unemployed people following the newly designed courses. The retail courses were developed by Skillsmart Retail, the Sector Skills Council, in response to retailers' demands for a course that would introduce people to retail and help to challenge perceptions about career progression. The courses provide an insight into the skills that are required to work in retail and helped to build the trainee's confidence and prepare them for interview.

The jobs campaigns in Leicester and Bristol have engaged over 75,000 members of the local community in both cities. From the data that the partnership has collated to date we know that 72% of individuals employed by our development in Leicester were previously unemployed or young people aged 16-19 not in education, employment or training, with 52% living in Leicester's priority wards and 67% from the BME groups. In Bristol similar results have been achieved, with 50% previously unemployed.

Over 130 retailers ranging from John Lewis and Harvey Nichols, to House of Fraser, and National Amusements were supported by our partnership approach. Their response to the programme has been exceptional, with retailers such as John Lewis, Wagamama, Next and New Look offering guaranteed interview places for trainees from the pre-employment training programme. Some retailers were able to recruit their entire workforce through the jobs fair.

The success of both Work Highcross and Cabot Circus Jobs has not only provided training and employment opportunities to individuals but has also achieved city-wide regeneration benefits. The public sector organisations involved in these partnerships are now using the initiative as the recruitment and training model to support further regeneration projects in other industry sectors.



## CASE STUDY PUBLIC ART AT CABOT CIRCUS

As part of its development of Cabot Circus, the Bristol Alliance, a 50:50 joint venture between Hammerson and Land Securities, created one of the largest and most diverse public art programmes of its kind for a shopping centre scheme.

Some £12.5 million has been invested in the work of 20 different artists as part of a permanent and temporary programme of site-specific public art works. Each piece of permanent art work, conceived as an integral part of the scheme design, is the result of extensive collaboration, with the artists working alongside the scheme's architects, planners, engineers and contractors.

Developed in partnership with consultants InSite Arts, the public art strategy was planned and conceived to integrate both temporary and permanent artwork into Cabot Circus at an early stage of the scheme design. The Cabot Circus Public Art Programme has involved:

- The work of over 20 individual artists during the development phase.
- The creation of nine permanent artworks around the 36-acre site.
- A stand-alone programme of temporary artworks.
- The appointment of a scheme-specific artist-in-residence, Neville Gabie.

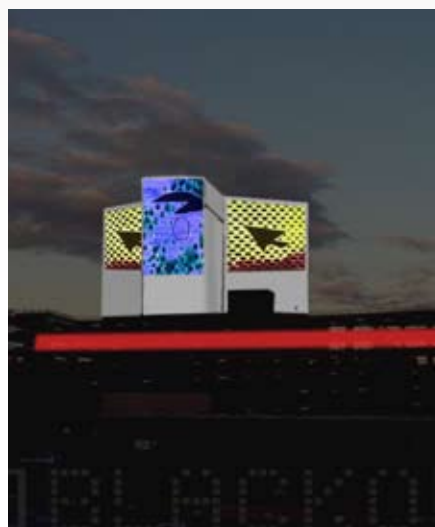
- Collaboration as the defining principle of all artworks.
- New ground broken in terms of the variety, scale and ambition of artwork.

Central to the public art programme has been the inclusion of a series of socially engaging public interventions masterminded by the scheme's artist in residence during the course of Cabot Circus's three-year development. Projects included:

- 'R310 RCF Ford Mondeo', concerned with the theme of the supply and sourcing of construction materials, pays homage to the fact that the reinforcing steel used to construct the centre car park is 100% recycled. Gabie's film project follows the journey of a Ford Mondeo car, and its eventual manifestation as a recycled reinforcing bar in a concrete column on the third floor of the car park.
- The global diversity of cultures brought together to create Cabot Circus is a major theme explored in the 'Cabot Circus Cookbook' and contains national recipes collected from among the 59 different nationalities represented by the site construction workers. The book also documents the serving of these meals, prepared each month by chefs from Bristol's Mud Dock restaurant, with the groups of on-site workers.
- The 'Cabot Circus Cantata' was performed on 14 October 2007 in the empty shell of the House of Fraser building by the City of Bristol Choir. The specially composed musical score was developed by David Ogden from 25 traditional songs contributed by site construction staff. Songs were collected by Neville Gabie and David Ogden touring the construction site and persuading builders, secretaries, foremen, concreters, security guards, and canteen staff to sing traditional songs from their native countries. In June 2008 the 'Cabot Circus Cantata' DVD and book was launched at Bristol's Arnolfini Gallery.



The Cabot Cantata



Installation at Tollgate House, pre-demolition



Neville Gabie, Artist-in-residence