**Employment and Skills Plan**

|  |  |
| --- | --- |
| **Site** |  |
| **Developer** |  |
| **Main Contractor** |  |
| **Project Manager/Director** |  |
| **Application Code** |  |
| **Author** |  |
| **Estimated build value** |  |
| **Named person responsible for employment & skills delivery** |  |
| **Planned start date** |  |
| **Planned completion date** |  |

# Declaration

This Employment & Skills Plan has been produced for {Insert Scheme}, consented under application {\*\*/\*\*\*\*/\*\*\*\*}.

It sets out a framework for the delivery of the employment and skills opportunities arising from the project and has been developed in line with the s106 agreement.

This Employment & Skills Plan identifies the activity that will be undertaken to implement the aims and objectives of the s106 agreement.

TABLE OF CONTENTS

[Declaration 1](#_Toc665335038)

[1. Introduction 3](#_Toc1684296026)

[2. About the development 4](#_Toc1566579158)

[3. Methodology 5](#_Toc275419713)

[3.1 Method of Delivering 5](#_Toc1776087319)

[3.2 Mitigation and Managing Risk 6](#_Toc1691281699)

[3.3 Employment Initiative and Opportunities 6](#_Toc324024416)

[3.4 Collaborating with Westminster City Council 7](#_Toc708087791)

[4. Commitments 8](#_Toc1875586926)

[4.1 Work Experience Placements 8](#_Toc1648584486)

[4.2 Curriculum support activities 9](#_Toc559805526)

[4.3 Apprenticeships and Local Employment 9](#_Toc1973720628)

[5. Support Available 10](#_Toc522227292)

[5.1 Apprenticeships and Jobs 10](#_Toc1242675774)

[6. Other economy and employment obligations 11](#_Toc311049175)

[7. Monitoring arrangements 11](#_Toc970292764)

[8. Main contact 12](#_Toc69585404)

[8.1 Additional Contact (if appropriate) 12](#_Toc260504303)

[APPENDIX 1 - SCHEDULE - EMPLOYMENT AND SKILLS STRATEGY 13](#_Toc1616453294)

[APPENDIX 2 – Benchmarks 14](#_Toc439035055)

[Appendix 3 – Timetable for Achieving Targets 15](#_Toc1746558468)

[Appendix 4 – Work schedule and recruitment plan (breakdown by trade) 16](#_Toc925558759)

# **1. Introduction**

* 1. Westminster City Council and the {Developer/Contractor} will formulate activities within the ESP (Employment and Skills Plan) with an aim to achieving the following objectives:
* Contribute towards the Council’s commitment to the Fairer Westminster Delivery Plan.
* Supporting the local labour economy to meet future recruitment needs.
* Ensuring the impact from procurement activities benefits the local economy.
* Deliver employment, training and apprenticeship opportunities for key client groups within the Council, which include long-term unemployed residents, young people not in education, employment or training, people in supported accommodation, lone parents with dependent children, unemployed people in regeneration areas, care leavers, and unemployed adults with a physical disability or mental health condition (and any other group identified by the Council).
* Contribute towards tackling worklessness and local unemployment.
* Develop links between construction activities and the education sector at all levels.

1.2 This plan is target driven and will include an overview of the following:

* Employment initiatives and opportunities during construction and operational phases.
* Initiatives to work with employers to include training and ensure transition into work and sustainable job outcomes.
* Target for recruitment of employees within the administrative area of Westminster City Council.
* Timing and arrangements for implementation of the strategy.
* A mechanism for monitoring the effectiveness of initiatives.
* The structure of quarterly reports on the progress of initiatives, including confirming the numbers of Westminster residents engaged.

1.3 This plan will also outline how the end use tenants (if appropriate, e.g. office, retail tenants etc.) shall, insofar as reasonably practical:

* Engage with Westminster Employment Service to advertise every London Living Wage (LLW) job opportunity with a minimum of 10 days' notice period.
* Promote LLW job opportunities to residents within Westminster.
* Advertise London Living Wage (LLW) job opportunities within Westminster.

1.4 The developer will use best endeavours to ensure employment and skills targets are met. This includes:

1. Writing an ESP
2. Notifying the Council of all on site vacancies
3. Attending regular meetings to monitor delivery against targets

1.5 This template should be used as a basis to create an Employment and Skills Plan for each development for which an Employment and Skills Plan is required.

The Employment and Skills Plan will set out how Westminster City Council’s benchmarked targets will be met over the duration of construction and will have to be approved by Westminster City Council as per the terms of the relevant s106 agreement.

# **2. About the development**

Describe the project below - what is the location, what is being constructed, what will the end use be and what will be the area occupied in square meters.

# **3. Methodology**

## 3.1 Method of Delivering

Please provide a summary of the method for delivering the commitments through working with local organisations/providers (The Westminster Employment Service Programme Manager at Westminster City Council, The Westminster Adult Education Service, and others).

## Mitigation and Managing Risk

Should the Employment and Skills targets and programme be missed for two consecutive quarters, a rectification meeting shall be held between the Project Manager/Director on the scheme and relevant Programme Manager at the Council in order to address concerns and consider appropriate strategies to achieve the required targets.

## 3.3 Employment Initiative and Opportunities

Please describe employment initiatives and opportunities in construction, operational and end use phases resulting from this scheme.

i.e. breakdown of trades to create job and apprenticeship opportunities

## 3.4 Collaborating with Westminster City Council

Please describe how you will instruct your supply chain to ensure all vacancies are shared with the Council and how you will work with the Council to prepare local residents for targeted employment opportunities.

Detail below how each of the benchmarks and additional local measures will be supervised and what activities will be undertaken to deliver the benchmarks.

Please include a timetable of phasing for delivering the commitments (table in appendix 3 on page 16 below).

Please specify the number of employment and apprenticeship opportunities that will be delivered. Please state the methodology for how the commitments have been calculated.

# **4. Commitments**

## 4.1 Work Experience Placements

Definition: This target reflects and recognises the various opportunities for work experience. Work experience placements must be for a minimum of 5 working days. **1 work experience placement = 1 outcome**

|  |  |
| --- | --- |
| **Benchmark (please see table below in appendix 3):** | **Project Target** |
|  |  |

## 4.2 Curriculum support activities

Definition: This target describes the delivery and/or support of construction specific activities aligned to a formal course of study. Examples include enabling students to understand the practical or theoretical application of their construction studies. Activities can be classroom-led or on-site e.g. toolbox talks, site visits, workshops etc. **1 specific activity = 1 outcome.**

|  |  |
| --- | --- |
| **Benchmark (please see table below in appendix 3):** | **Project Target** |
|  |  |

## 4.3 Apprenticeships and Local Employment

Definition: This target incorporates 2 aspects:

1. Recruitment of traditional apprentices, shared apprentices, specialist apprentices or adult apprentices to the scheme workforce, with the apprentice being recruited by an employer in the scheme supply chain, from the City of Westminster.

An apprenticeship outcome is defined as an individual pursuing a formal apprenticeship framework incorporating either NVQ level 2, 3 or above.

1. Any new employment opportunities resulting from the development offered to a resident from the City of Westminster.
2. The total local employment target to be split by offering 50% Job vacancies and 50% Apprenticeship opportunities on each site.

**1 new resident recruited as an apprentice or employee = 1 outcome.**

**Important Note:**

The developer is required to substantiate that all job vacancies were initially advertised with the Westminster Employment Service (WES) to prioritise local candidates from Westminster. This evidence should include copies of job listings shared with WES, documented communication verifying the sharing and acknowledgment of these listings, and a summary report of the recruitment outcomes. Evidence must be submitted in the specified format required by the monitoring team within a set timeframe post-advertisement, ensuring timely and transparent documentation of efforts to engage the local workforce.

|  |  |
| --- | --- |
| **Benchmark (please see table below in appendix 3):** | **Project Target** |
|  |  |

# **5. Support Available**

The Council can provide advice in the creation of an Employment and Skills Plan and can assist contractors and enterprises working on site in developing partnerships with local organisations and recruiting employees from the local area. The primary point of contact for obtaining support from the Council is the Employment and Skills Team at Westminster City Council at localjobs@westminster.gov.uk. The inclusion of employment and skills requirements does not comprise or imply any promise on the part of the Council’s Economic Development & Regeneration team or their partners to provide suitable candidates or labour.

All recruitment, supervision, and discipline responsibilities rest with the developer/contractor/sub-contractor/ consultant. Within this context the Council will work with local providers to help facilitate the achievement of the employment and skills requirements.

# 5.1 Apprenticeships and Jobs

The WES Programme Manager is the primary point of contact in relation to sourcing local apprentices and candidates for vacancies. The service offered is free and supports contractors to employ candidates and apprentices from the local community.

The WES Programme Manager works with the full range of other providers of employment and skills services working in the city.

Vacancy details are circulated to every provider serving borough residents.

# **6. Other economy and employment obligations**

Apart from the above-mentioned obligations, other obligations relating to the economy and employment may be required if the circumstances of a specific development make them necessary.

This could, for example, include contributions towards initiatives, which aim to improve local employment opportunities, provide skills development and training opportunities, and remove barriers to employment and progression.

# **7. Monitoring arrangements**

7.1 The primary point of contact for all monitoring arrangements is the Council’s Employment and Skills Team. The developer will be required to provide a quarterly report by following this link: [S106 Quarterly report form.](https://airtable.com/appYoK7q9OCkKClfi/shrRYtqTb7LjBZByV) This is to include an update of the Employment and Skills Plan showing the achievements against each of the agreed Employment and Skills areas.

It will also include a qualitative report providing details of the various employment and skills activities delivered in the quarter.

This report will be reviewed at the monthly site meetings and form part of the contract review process. The overall performance against the ESP will form part of a Westminster wide review and evaluation process. Evaluation will include:

1. a review of the contractor’s achievements against the original ESP
2. their commitment to achieving the goals and
3. any additional value-added contribution that the contractor was able to deliver as an enhancement to the contract ESP.

7.2 If the developer fails to use reasonable endeavours to deliver the objectives agreed in this Employment and Skills Plan, then the developer will be liable to make a financial payment-in-lieu to the Council’s Employment and Skills Team. The payment will be used to deliver the equivalent benefit off-site, at a cost of £6,000 (index linked) per job/apprenticeship. Further guidance is provided in the Inclusive Local Economy and Employment Guidance, which can be accessed [here](https://www.westminster.gov.uk/planning-building-control-and-environmental-regulations/planning-policy/other-planning-guidance-support-policies/inclusive-local-economy-and-employment-guidance).

7.3 The Council’s strong preference is for the agreed commitments to be delivered as per the Employment and Skills Plan, and the Council will insist on these commitments being delivered. However, as a last resort the Councill will trigger a requirement to pay a financial payment-in-lieu where there is a persistent failure to meet agreed targets. As explained in the Planning Obligations SPD (which can be accessed [**here**](https://www.westminster.gov.uk/planning-building-control-and-environmental-regulations/planning-policy/supplementary-planning-documents-and-guidance/new-supplementary-planning-documents-spd)), the mechanism for this process will be set out in the relevant s106 agreement for each development.

# **8. Main contact**

|  |  |
| --- | --- |
| Name  |  |
| Position Telephone |  |
| E-mail |  |
| Address: |  |

## 8.1 Additional Contact (if appropriate)

|  |  |
| --- | --- |
| Name  |  |
| Position Telephone |  |
| E-mail |  |
| Address: |  |

# **APPENDIX 1 - SCHEDULE - EMPLOYMENT AND SKILLS STRATEGY**

1.1 The (developer/contractor) undertakes to submit a draft Employment and Training Strategy to the Director for his written approval 2 months prior to the Commencement of Development or Commencement of Demolition (whichever occurs first).

1.2 The draft Employment and Skills Strategy shall be target-driven and shall include:

(a) employment initiatives and opportunities relating to the Construction Period and the Operational Period of the Development and details of delivery; (b) initiatives to work with new employees and employers including the provision of appropriate training with the objectives of ensuring effective transition into work and sustainable job outcomes; (c) a target for the recruitment of employees from within the administrative area of Westminster City Council at the Development by or through local job brokerage agencies or such other agencies or job centres as may reasonably be considered appropriate by the City Council; (d) the timings and arrangements for the implementation of such initiatives; (e) suitable mechanisms for the monitoring of the effectiveness of such initiatives; and (f) quarterly reports to be submitted to the City Council confirming the number of Westminster City Council residents employed via the Employment and Training Strategy.

1.3 The (developer/contractor) shall ensure that all contractors and sub-contractors working at the Development work in partnership with (developer/contractor) to implement the approved Employment and Training Strategy.

1.4 Following the issue of the Certificate of Practical Completion (developer/contractor) shall use its best endeavours to procure that office and retail employer/occupiers of the Development shall insofar as reasonably practicable: (a) advertise job opportunities at the Development within the City Council’s administrative area; and (b) promote job opportunities to residents within the City Council’s administrative area; and (c) engage with local employment brokerage services to advertise job opportunities at the Development; and (d) offer employment to residents within the City Council’s administrative area subject to any offer of employment made to any individual being at (developer's) and at office and retail employer/occupiers of the Development absolute discretion.

# **APPENDIX 2 – Benchmarks**

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | Band 1 | Band 2 | Band 3 | Band 4 | Band 5 | Band 6 | Band 7 | Band 8 | Band 9 | Band 10 | Band 11 | Band 12 | Band 13 | Band 14 |
| £1 –£3.5 m | £3.6 – £6m | £6.1 - £10m | £10.1 - 15m | £15.1 - 20m | £20.1 - 30m | £30.1 - 40m | £40.1 -£50m | £50.1 -£60m | £60.1- £70m | £70.1 -£80m | £80.1-£90m | £90.1-£100m | Above 100m |
| Work placements 14 – 19 persons | **3** | **6** | **8** | **11** | **14** | **16** | **20** | **22** | **23** | **25** | **25** | **26** | **26** | Every £50m in addition is equivalent to 5 targets. i.e.£100 - 150m = 31 persons£150-200m = 36 persons£200-250m = 41 persons |
| Work placements 19+ persons | **3** | **6** | **8** | **11** | **14** | **16** | **20** | **22** | **23** | **25** | **25** | **26** | **26** | Please use the calculation above |
| Jobs and Apprenticeships created (50/50 split) persons. | **1** | **4** | **7** | **12** | **14** | **16** | **18** | **19** | **22** | **23** | **25** | **26** | **28** | Please use the calculation above |
| Curriculum support activities | **1** | **2** | **4** | **5** | **6** | **7** | **9** | **10** | **11** | **12** | **12** | **13** | **14** | Please use the calculation above |
| Jobs Advertised | **Every job and apprenticeship opportunity to be advertised via WES** |
| Case Studies | **Project specific to be agreed pre-approval****Minimum of 2 case studies per quarter** |

# **Appendix 3 – Timetable for Achieving Targets**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Employment and Skills Area | Year 1 | Year 2 | Year 3 | Year 4 | Total |
| Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 |
| Work Experience | Work Experience 14-19 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Work Experience 19+ |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Curriculum Support Activities(CSA) | College/school site visits |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| School/college workshops |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| ApprenticesAnd Local Employment | Jobs and Apprenticeships  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |

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# **Appendix 4 – Work schedule and recruitment plan (breakdown by trade)**

Recruitment plan – the developer must provide the Council with a Works Schedule and Recruitment Plan which outlines forecasted vacancies over the period of construction at least 3 months ahead of demolition works commencing with a breakdown by trade/occupation.