

Employment and Skills Plan – Saltbox Phase 2, Bognor

Project	Saltbox Phase 2, Shripney Road, Bognor
Contractor	TBC
Lead Contact	Darren Kennett
Telephone	By Email Only
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Reference	N/A
Build value	Circa £17m
NSAfC Benchmark	Benchmark 5 Factories Band 5: £15.1 – 20 million
Planned start	November 2022
Planned completion	October 2023

1. Project Outline

The scheme to which this plan refers is Saltbox Phase 2, Shripney Road, Bognor. The proposal is the completion of remaining development plots under the hybrid planning application reference BE/135/18/PL being the construction of units for B1 (c) light industrial, B2 general industry and/or B8 storage and distribution uses, together with associated landscape and infrastructure.



2. Objectives of the Plan

The Arun Local Plan 2018 contains strategic objective for Employment and Enterprise which is to:

“Strengthen Arun’s economic base and provide local job opportunities by increasing, diversifying and improving the quality of employment within the District through the provision of appropriate employment sites, quality affordable accommodation and the development of business support and partnerships.”

The Arun Local Plan, section 8.9 Employment and Skills, further details the ambitions of the Council;

“Development can help to enable to the challenge of meeting the Local Plan’s Strategic objective for employment and underpin the Economic Strategy for Arun by helping to meet district-wide requirements for skill enhancement. In particular the Council wishes to introduce Employment and Skills Plans for

major developments in the District in order to use the opportunities presented by development to improve local employment and training.”

This development is sits within the Bognor Regis Economic Growth Area and therefore benefits from the Council’s commitment to work with partners to enhance local employment opportunities.

This plan will seek to incorporate Policy SKILLS SP1;

Policy SKILLS SP1

Employment and Skills

The Council will encourage development proposals that support the following:

- a. Raise skills levels and increase employability;
- b. Tackle skills shortages in existing and potential business sector clusters that are, or have the potential to be, strengths in the local economy;
- c. Promote skills on strategic housing and employment sites particularly with regard to construction skills;
- d. Address barriers to employment for economically inactive people; and
- e. Provide for the development of childcare facilities within or close proximity to employment sites.

Construction Employment and Skills Plans play an important role in supporting the council to deliver on these plans by securing quality employment, training and apprenticeship opportunities for local residents and increasing awareness of construction industry roles and opportunities.

This employment and skills plan follows the National Skills Academy for Construction (NSAfc) programme in partnership with the Construction Industry Training Board (CITB). This provides a framework for organisations with responsibility for procuring construction work to embed employment and skills interventions; including Apprenticeships, work placements, job creation and upskilling opportunities that are relevant and proportionate to the construction activity. It ensures that all tiers of the construction supply chain can grow their business by supporting employment, skills and Apprenticeships.

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3. KPI Summary			
KPI	Description	Target	Wks
1	Work Placements	2	
2	Jobs created by NSAfC projects (new entrants)	5	
3	Construction Careers Information, Advice and Guidance (CCIAG) Events	3	
4	Training Weeks on site	97	
5	Qualifying the Workforce	14	
6	Training Plans	4	
7	Case Studies Approved	1	
Total			

4. KPIs						
KPI 1	Work Placements					
	CITB Industry Priority: Image and Recruitment					
	NSAfC Benchmark:	2	Agreed Target:	2	Training Weeks:	0
Activity	Some of the local educational institutions who will be invited to engage with the development are; - Chichester University - The Skill Mill West Sussex - The Regis School - Felpham Community College Sixth Form - The Six Villages Academy - Highbury College Where face to face work experience cannot be provided due to local or national restrictions on travel and interaction these will be provided via video, virtual seminars or conference calls. Delivery of a mixture of on-site training and college based courses will be facilitated for existing and new employees where appropriate. The developer acknowledges that the supply chain will be key to meeting the obligations within the Employment Skills Plan and a stepping down of the commitments within this document to significant sub-contractors and consultants will be managed at the procurement stages. Subcontractors providing core trade services will be required to assist in facilitating apprenticeships and work experience placements on the development or at their local offices.					

Partner/Contact	Chichester University – Joseph Cripps – T Level Industry Placement Officer The Regis School - mharding@theregisschool.co.uk – Head of Careers Felpham Community College - fccsixthform@felpham.org.uk Highbury College - Lou Threapleton- Work Placement Coordinator Tel: 023 9421 1955 Mob: 07502 053764 Email: louise.threapleton@highbury.ac.uk
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KPI 2	Jobs created by NSAfC projects (new entrants)					
	CITB Industry Priority: Image and Recruitment					
	NSAfC Benchmark:	5	Agreed Target:	5	Training Weeks:	0
Activity	One aim of the Employment and Skills Plan is to help local jobseekers find work through a range of paid and unpaid roles. Where Kier's main contractor's supply chains can employ existing staff/operatives from within the local area, this will be prioritised to safeguard existing jobs. It should be acknowledged that construction is a transient profession with many operatives being recruited for specific job sites and released on completion of a project. Safeguarding the roles of local employees can prevent long and short term unemployment within the local area. When employment opportunities become available on site Kier's main contractor will approach DWP and the Council to understand if any applicants are seeking work in this trade within the local area through the Youth Works programme. All candidates will be recruited based on the quality of their curriculum vitae, experience and qualifications but where two candidates are matched in these areas the more local applicant will be prioritised to receive an offer of employment. Where unfilled skilled roles are identified within the site workforce, Kier's main contractor will look to develop their existing people as a priority. On completion of the overall business park it will need to be maintained by an Estate Management Company providing local employment opportunities for landscapers, tree surgeons, ecologists and a variety of maintenance operatives to keep the roads, drains, street lights and utility services operating at peak performance.					
Partner/Contact	Bognor Regis Job Centre Plus - Telephone: 0845 604 3719 Chichester University – Joseph Cripps – T Level Industry Placement Officer Youth Works – Miriam Nicholls - miriam.nicholls@arun.gov.uk					

KPI 3	Construction Careers Information, Advice and Guidance (CCIAG) Events					
	CITB Industry Priority: Image and Recruitment					
	NSAfC Benchmark:	3	Agreed Target:	3		

Activity	Kier's main contractor will contact local schools and colleges to volunteer to attend career open days and other appropriate career and training events. Where pandemic restrictions prevent the traditional face to face opportunities to meet with students, plans will be made to arrange virtual careers fairs, careers days or provide educational videos.
Partner/Contact	Chichester University – Joseph Cripps – T Level Industry Placement Officer The Regis School - mharding@theregisschool.co.uk – Head of Careers Felpham Community College - fccsixthform@felpham.org.uk Youth Works – Miriam Nicholls - miriam.nicholls@arun.gov.uk

KPI 4	Training Weeks on site			
	CITB Industry Priority: Training and Development			
	NSAfc Benchmark:	97	Agreed Target:	97
Activity	Work based learning and training will be provided to those who demonstrate an aptitude to progress their chosen vocation and distance learning and apprenticeships are actively encouraged to ensure a steady stream of skilled trades people to the industry. Kier foster a culture of continuous improvement and work with their main contractor and their supply chain to provide training opportunities at all development levels. On site training is delivered by experienced Site Supervisors and Project Managers through the provision of tool box talks and safety briefings.			
Partner/Contact	Chichester University – Joseph Cripps – T Level Industry Placement Officer			

KPI 5	Qualifying the Workforce			
	CITB Industry Priority: Training and Development			
	NSAfc Benchmark:	14	Agreed Target:	14
Activity	Kier foster a culture of continuous improvement and work with their main contractor and their supply chain to provide training opportunities at all development levels. Formal training is provided by external providers in the form of IOSH, NEBOSH, STS, Abrasive wheel training, confined spaces training etc. It is anticipated that some of the training and qualifications will be attained by office based staff including architects, engineers, CAD technicians and other predominantly desk based professions.			
Partner/Contact	Chichester University – Joseph Cripps – T Level Industry Placement Officer			

KPI 6	Training Plans			
	CITB Industry Priority: Training and Development			

	NSAfC Benchmark:	4	Agreed Target:	4
Activity	Kier's main contractor will encourage their supply chain partners to implement project training plans to identify the specific training requirements and the route to achieving these qualifications/targets. A training plan (or skills matrix) will include details of the staff/operatives based on the project, the training identified that is required and any date of expiry of the skills and qualifications already gained. For example, CSCS cards, plant licences and H&S qualifications.			
Partner/Contact	CITB: Liz Steele, 07768 003933, elizabeth.steel@citb.co.uk			

KPI 7	Case Studies Approved
	CITB Industry Priority: Strategic Leadership
	Project specific-to be agreed pre-approval
Activity	The KPI targets 1 to 6 would be considered the target minimum with many of these objectives being exceeded before completion of the development. On previous projects examples of case studies have included commitments to training and employment over and above the target minimums or engagement with the local community to provide additional benefits as part of the developer's social responsibility pledge. Kier's main contractor will identify opportunities for delivering case studies as the project progresses and these will be proposed to the Council for approval prior to implementation and reporting against KPI 7.
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Appendix 1: Summary of CITB Key Performance Indicator Definitions

KPI 1a: Work Placements (In Education). Key Industry Priority: Image and Recruitment

This target describes work experience attendance on NSAfC Projects for students from schools, colleges and Universities (14 years plus) who undertake a work-experience placement for a minimum of 5 working (consecutive or non-consecutive) days. Longer duration traineeships can be counted under KPI 4. This KPI is aimed at providing students with the opportunity to carry out tasks agreed by the education provider and the employer enabling the learner to gain a meaningful insight into the construction sector.

KPI 1b: Work Placements (Not in Education). Key Industry Priority: Image and Recruitment

This target describes work experience attendance on NSAfC Projects for persons not enrolled in a course of education/study and who undertake a work-experience/pre-employment placement for a minimum of 5 working (consecutive or non-consecutive) days. This can include individuals from organisations such as Princes Trust, Probation Service, Jobcentre Plus, Women into Construction, Armed Forces re-settlement programmes or local community organisations. It may also be appropriate for individuals seeking a career change.

This KPI is aimed at providing persons with the opportunity to carry out tasks agreed by their supporting organisation (where applicable) and the employer enabling the individual to gain a meaningful insight into the construction sector.

KPI 2: Jobs created by NSAfC projects (new entrants). Key Industry Priority: Image and Recruitment

This target describes the creation of new and sustainable job opportunities for new entrants into the sector. And as a result of the project are required on the project site (s) by the main contractor or subcontractor. This target relates to (SPONSA reporting lines):

- Persons who are employed as Apprentices
- Persons previously unemployed
- Graduates

KPI 3: Construction Careers Information, Advice and Guidance (CCIAG) Events. Key Industry Priority: Image and Recruitment

This target consists of the organisation and delivery of events focused on improving the image of the sector. Events are aimed at increasing awareness of the opportunities available within the industry, what it is like to work in Construction and how to get into the sector. To be counted, the activity must be formally structured, agreed by the project and the participating organisation, and recorded on the CCIAG form. The key target groups for delivery of this outcome are:

- Entrants 14-19: (e.g. NEETs, school students, school leavers, college students)
- Undergraduates
- Influencers (e.g. school / university / adult influencers ,careers advisers, careers school staff, other providers, community groups)

KPI 4: Training Weeks on site. Key Industry Priority: Training and Development

This target relates to and counts the number of weeks of formalised training being undertaken by the site labour force working on a NSAfC Project. This will involve training following a recognised syllabus of study which has been accredited by either an awarding body for that qualification or by the recognised issuing organisation.

One training week = 5 working days. Days can be cumulative for any individual (i.e. if an individual undertook a 3 day course (certificated) a 4 day training course (certificated) and a qualification which is made up of 3 days of training the contractor could claim 2 training weeks). This target can include apprenticeship programmes counted in training weeks. This target relates to all employees:

- New entrants who are undertaking apprenticeship frameworks
- New entrants who are undertaking traineeships or equivalent
- New entrants undertaking technical/higher level qualifications

KPI 5: Qualifying the Workforce, Key Industry Priority: Training and Development

5a) Main Contractor and 5b) Sub Contactor - Qualifications

This target relates to persons gaining a nationally recognised qualification equivalent to Level 2 or above. Achievements can include vocational awards/ diplomas, apprenticeship completions, professional qualifications, leadership and management courses including ILM, health and safety, (including IOSH, NEBOSH, SMSTS & SSSTS).

Outcomes must be accredited by a nationally recognised professional institution or awarding body.

5c) Main Contactor and 5d) Sub Contactor – Short Duration Training

This target relates to persons gaining industry certification. Achievements can include short duration courses; project specific learning e.g. products, installation, technologies, or may relate to occupational competence, licence to practice or sector specific training e.g. the environment, sustainability, health and safety

Outcomes must be accredited by public education establishments, employers or other training providers and may be held externally or in-house and must be a minimum duration of 3 hours

For the client based approach KPI5 relates to those who are working as part of the NSAfC project workforce; this includes main contractor employees and subcontractors. For funded approach KPI5 relates to those working as part of the supply chain workforce.

KPI 6: Training Plans. Key Industry Priority: Training and Development

This target relates to the annual company plan which details the organisational structured approach to training and developing the workforce. The plan must show the start and end date so that it demonstrates that this is a plan rather than a matrix. This target can included new plans and plans to be renewed

For the client based approach KPI6 relates to those who are working as part of the NSAfC project workforce; this includes main contractor employees and subcontractors. For funded approach KPI6 relates to those working as part of the supply chain workforce.

KPI 7: Case Studies Approved. Key Industry Priority: Strategic Leadership

This target consists of completing and submitting a promotional case study which describes either an example of best practice or a significant achievement on the NSAfC project. Case studies counted against this measure must be compliant with the National Skills Academy for Construction case study guidelines. The completed case study must be approved by a representative of CITB and the client/contractor's internal Communications team and available for inclusion on the National Skills Academy for Construction website and for additional promotional purposes.

Appendix 2: Employment and Skills Plan Monthly Targets (Year 1)

ICF Ref:														
Employment and Skills Areas		Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sept-23	Total
KPI 1	Work Placements - persons													
(1a)	(In Education)													
(1b)	(Not in Education)													
KPI 2	Jobs Created by NSAfC Projects (new entrants)													
(2a)	(Apprenticeships)													
(2b)	(New Entrants)													
(2c)	(Graduates)													
KPI 3	Construction Careers Events (CCIAG)													
KPI 4	Training Weeks on site													
KPI 5	Qualifying the Workforce													
(5a)	(Qualifications gained main contractor)													
(5b)	(Qualifications gained subcontractor)													
(5c)	(Industry certification gained main contractor)													
(5d)	(Industry certification gained subcontractor)													
KPI 6	Training Plans													
KPI 7	Case Studies Approved													



ICF Ref:														
Employment and Skills Areas		Oct-23	Nov-23	Dec-23	Total									
KPI 1	Work Placements - persons													
(1a)	(In Education)													
(1b)	(Not in Education)													
KPI 2	Jobs Created by NSAfC Projects (new entrants)													
(2a)	(Apprenticeships)													
(2b)	(New Entrants)													
(2c)	(Graduates)													
KPI 3	Construction Careers Events (CCIAG)													
KPI 4	Training Weeks on site													
KPI 5	Qualifying the Workforce													
(5a)	(Qualifications gained main contractor)													
(5b)	(Qualifications gained subcontractor)													
(5c)	(Industry certification gained main contractor)													
(5d)	(Industry certification gained subcontractor)													
KPI 6	Training Plans													
KPI 7	Case Studies Approved													