

Somerset West and Taunton

Local Employment and Skills Technical Guidance Note

Draft – Not yet adopted January 2023

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1.0 Introduction

- 1.1 Somerset West and Taunton Council has prepared a Local Employment and Skills Technical Guidance Note (TGN) for the district to assist in securing Local Labour agreements as part of development proposals. Development across the district in future years will create a significant number of jobs and this TGN will play an important role in helping to secure local employment at both the construction and operational stages of development.
- 1.2 The Local Employment and Skills TGN will apply to proposals and developments within the boundaries of Somerset West and Taunton Council as a local planning authority.
- 1.3 This Local Employment and Skills TGN has been prepared to provide detail in establishing a framework as to how Local Labour agreements (including employment and training measures) will be secured and how to maximise local employment opportunities at both the construction and first operational phase of a development.
- 1.4 This TGN provides more detailed guidance on how the Council will provide opportunities for the improvement of the skills and educational attainment levels of the district's labour supply, this will help in the delivery of the Council's key strategic objectives in relation to employment and sustainability.
- 1.5 The Council is committed to working in partnership with developers and operators to assist in the delivery of this TGN to maximise the opportunities available to all parties. Developers and operators that support this TGN and achieve the measures identified within will be recognized by local residents, business and key stakeholders as major contributors towards the growth and success of the local economy.
- 1.6 The Local Employment and Training TGN was approved for adoption by the Executive Committee on xxx, following a targeted consultation with key stakeholders.

2.0 Strategic/Policy Context

- 2.1 There are a number of national, regional, and local strategic policy goals and objectives that provide a strong justification for this document. These policies and objectives are critically important to the district. In summary the key objectives are to improve training and skills in the district for future economic growth.

National Planning Policy Framework (NPPF)

- 2.2 A key policy direction of the NPPF is to deliver sustainable development, by building a strong and competitive economy. The Framework highlights that planning policies and decisions should help to create the conditions in which businesses can invest, expand, and develop. Significant emphasis is placed on the need to support economic growth and productivity, acknowledging local business needs and wider development opportunities.
- 2.3 Local Labour Agreements are a tool for supporting growth and building a strong, skilled local economy, which provides opportunities for local people and social mobility, whilst protecting and enhancing the local and global environment, key to the achievement of these objectives.
- 2.4 The definition of sustainable development includes reference to the UN's Sustainable Development Goals. Local Labour Agreements can help to work towards numerous indicators aligned across multiple goals, but in particular the goal for decent work and economic growth (goal 8).
- 2.5 Paragraph 81 of the NPPF states that "Planning policies and decisions should help create the conditions in which businesses can invest, expand and adapt. Significant weight should be placed on the need to support economic growth and productivity, considering both local business needs and wider opportunities for development. The approach taken should allow each area to build on its strengths, counter any weaknesses and address the challenges of the future".

Somerset West and Taunton Local Planning Policy Context

- 2.6 Local planning policy is set out in a number of different documents produced by the former Taunton Deane Borough Council and West Somerset District Council as well as Somerset West and Taunton Council. Due to this, the planning policy context differs in the former Taunton Deane and West Somerset areas, with the focus on securing improved employment skills and opportunities from developments being stronger and more explicit in the Taunton Deane area policies than West Somerset ones. Despite this, there is a commonality in objectives and purpose which the use of Local Labour Agreements can effectively respond to.

Former Taunton Deane Area

- 2.7 **Core Strategy CP1** – This policy aims for development proposals to result in a sustainable environment and address the issue of climate change. As part of this, the policy refers to use of BREEAM standards

(particularly in relation to commercial development) and ensuring that the “impact on the local community, economy, nature conservation or historical interests does not outweigh the economic and wider environmental benefits of the proposal”. BREEAM standards are wide ranging and support delivery of social value in development including in relation to health and wellbeing of asset users and local communities, local investment, social justice, and responsible leadership.

- 2.8 **Core Strategy CP2** – This policy focuses on how overarching economic growth ambitions for the Taunton Deane area will be achieved. It includes the following statement: “The Borough Council and its partner organisations will work with developers and contractors on allocated sites to secure job sustainability by improving local skills and employment opportunities by ensuring that an optimum proportion of jobs are sourced from within the local area and employers investing in relevant training and learning schemes for employees”.
- 2.9 **Core Strategy CP5** – This policy focuses on the creation of inclusive communities and the role which new development should play in addressing inequalities. It includes a requirement for development proposals to “promote sustainable development that creates social cohesive and inclusive communities; reduce inequalities, promote personal well-being and address accessibility to health, inclusive housing, training, education, places of worship, leisure and other community facilities ensuring a better quality of life for everyone both now and for future generations”. In particular, it requires development proposals to “make provision and access for all to: Training and Employment Opportunities – raising the skill and wage level as well as diversifying the range of jobs”.
- 2.10 **Taunton Town Centre Area Action Plan TS1** – The Taunton Town Centre Area Action Plan has a chapter devoted to training and skills and the role that planning plays in helping to deliver on a range of local employment priorities including improving the range of local skills and helping deprived communities with access to employment and training. Policy TS1 in particular states that “The Borough Council and its partner organisations will work with developers and contractors on allocated sites to secure job sustainability in construction industries by improving local skills. The following will be undertaken a. Developers and partners will work together to ensure that an optimum proportion of construction related jobs are sourced from within the local area b. Developers and partners will be required to invest in relevant training schemes for construction and/or allied trades skills and learning that provides for individual local workers to achieve industry accreditation and employment”.

Former West Somerset Area

- 2.11 **West Somerset Local Plan to 2032 Policy EC1** – “Proposals which will make the West Somerset economy stronger and more diverse and that are likely to increase the proportion of higher paid jobs locally will be supported”. Whilst this policy is primarily aimed at employment generating development proposals, where any type of development demonstrates that it will improve the strength and diversity of the economy and provide higher paid employment opportunities then it may have relevance.
- 2.12 **West Somerset Local Plan to 2032 Policy EC7** – “Proposals which strengthen the range and quality of training opportunities offered within the area will be supported”. Whilst this policy is primarily aimed at development proposals which combine education, training and, employment functions and opportunities in one location, the stated purpose of the policy is “to take advantage of opportunities which arise to increase the range and / or skill level of the local workforce through training”. As such, the policy may have relevance to any development which can demonstrate working towards that purpose.

SWT District

- 2.13 **SWT Local Plan to 2040 Issues & Options Consultation** – “Work to secure Local Labour Agreements with developers and contractors on allocated sites to secure job sustainability in construction industries by improving local skills and support proposals which strengthen the range and quality of training opportunities”. Whilst the SWT Local Plan to 2040 is no longer being progressed, it is a material consideration, and the contents will influence future plan-making in the new Unitary Council.

Regional Economic Strategy

- 2.14 **Heart of the South West Local Enterprise Partnership ‘Local Industrial Strategy’**
- We are committed to investing in our community to support businesses, employers and local people that meet local needs.
 - We are committed to supporting local people who have the fewest job, training, and skills development options, and will provide additional support that helps people who are furthest from the labour market and increase social mobility.
 - We are customer and community focused and are committed to improving our services in line with increasing local job opportunities. The Local Labour Agreement client-based approach will support people to move towards work and cater for their changing needs and aspirations over time.

- We will work efficiently to support the delivery of our social priorities and objectives. It sets out how we will improve our business practices, drive out value for money and pursue new activities through new development within our district.

Somerset West and Taunton Corporate Strategy

- 2.15 **Strategic priority “Our Environment and Economy”** - in particular the objective to ‘Encourage wealth creation and economic growth throughout the district by attracting inward investment, enabling research and innovation, improving the skills of the local workforce, and seeking to ensure the provision of adequate and affordable employment land to meet different business needs’.
- 2.16 The construction sector has been identified as a key driver for Economic Growth in the SWT area. It is important there is a sufficiently skilled workforce to meet the demands of these major developments as well as others that are planned for the near future.

3.0 Corporate Social Responsibility and Social Value

- 3.1 The benefits to developers and operators in terms of delivering their CSR objectives and making a social difference include:
- Local people benefit from new job opportunities created by major developments in the district.
 - Local people are provided with opportunities to gain skills and upskill for employment in growth industries.
 - Creation of a pipeline of skilled workers to support future developments.
 - Local people have access to lifelong learning and the promotion of “learning communities”.
 - Reduction in carbon footprint through utilising local resources and minimising unnecessary travel by maximising local employment opportunities.

4.0 Use of Planning Obligations

- 4.1 The requirement for a Local Labour Agreement will be discharged by the developer through a s106 planning obligations agreement. The thresholds are detailed in 5.0 Thresholds and Definitions.

Section 106 Planning Obligations

- 4.2 Section 106 planning obligations can be secured from new developments to mitigate the impacts of development, including improving employment opportunities, training and skills. The Government has guidelines for when Section 106 obligations can be used. This document complies with Regulation 122 of the Community Infrastructure Levy regulations 2010 (as amended) which requires the planning obligation to be:
- Necessary to make the development acceptable in planning terms
 - Directly related to the development and
 - Fairly and reasonably related in scale and kind to the development.
- 4.3 Developers will need to discuss measures and agree these in advance with the Council's Economic Development Team.
- 4.4 An example of Planning Obligation clause is set out in Appendix 1.

Local Labour Agreements

- 4.5 Somerset West and Taunton Council have adopted a Local Labour Agreement Policy to ensure that:
- Local people benefit from new job opportunities created by major developments in the district.
 - Local people are provided with opportunities to gain skills and upskill for employment in growth industries.
 - Local people have access to lifelong learning and the promotion of "learning communities".
 - The environmental impact of unnecessary travel is minimised by maximising local employment opportunities.
 - Development proposals consider their sustainability in the round (including supply chain, project management and labour sources which can be central to addressing climate targets).
- 4.6 Developers would be required to sign a Local Labour Agreement outlined in Appendix 1.
- 4.7 The objectives of the Local Labour Agreement are to:
- Demonstrate the use of local labour from within the developer's project team and the wider company
 - Where feasible (economically and practically), procure goods and services from local contractors
 - Encourage sub-contractors and suppliers to support employment from the local community
 - Demonstrate recruitment and training opportunities within the contractor's company

- Provide opportunities for local residents to access jobs created during the construction phase of the development and subsequent occupation.
- Reduce economic inactivity in the local area to support NEETS (Not in Education, Employment or Training)
- Support the development of skills within the local community.

5.0 Thresholds and Definitions

- 5.1 This TGN will apply to residential and non-residential as outlined in the 'Thresholds for Development' detailed below.

Thresholds for Development

S106 Planning Obligation Thresholds

Non-residential: All developments (other than C3/C4 Planning Use Class), including change of use, that create/relate to 5,000 sq m. This also includes developments of strategic importance (e.g., essential infrastructure, development identified in Council plans and strategy)

Residential: Major developments (within C3/C4 Planning Use Class) that involve 50 or more units.

Mixed-use sites: Where non-residential size (sq m) or number of residential units combined would be deemed by the Council to be of similar significance to either of the above criteria.

For residential development this applies to the construction phase, however, if there are operational jobs associated with the residential development, then both the construction and operational stages will apply.

For commercial developments or mixed use this applies to both construction and operational stages.

- 5.2 Below these thresholds applicants will be encouraged to consider committing to a LLA, though this will not be actively sought by the Council.

- 5.3 Local Labour Agreements will stipulate that 25% of the employment opportunities generated at the construction and operational phases

should be for Local People.

- 5.4 Appendix 2 provides a table for each type of development and indicates the number of work experience placements*, NVQ (award, certificate, or diploma) starts and completions and apprenticeships that should be provided at the construction stage. There is also a table outlining the extra-curricular activity commitments. Appendix 2 provides the benchmark standards for new developments.

* Please Note: Work experience placements will also include T (Technical) Level placements.

6.0 Local Labour Agreement and Employment and Skills Plans

- 6.1 At the pre-planning application stage, prospective developers whose development would exceed the thresholds will be contacted by the Economic Development Team at Somerset West and Taunton Council to discuss local labour employment and training measures that are appropriate to the size of the development.
- 6.2 Through the Local Labour Agreement (Appendix 1), an Employment and Skills Plan (ESP) for both phases of the development – construction (developers, contractors, subcontractors) and operation (primarily in the case of commercial developments, starting workforce only/first 12 months of operation) will be required.
- 6.3 If the operational phase of the development has multiple operators, separate and appropriate employment and training measures will be negotiated independently with each operator through their own separate ESP's.
- 6.4 The complexities of multi-site and multi-phase developments are recognised and will be negotiated on a case-by-case basis to achieve a balance between meeting the needs of the TGN and the employment and training needs of the local construction supply chain and operator/s.
- 6.5 The Economic Development Team of Somerset West and Taunton Council will work with and draft an ESP with the developer, and if applicable the operator(s) to agree the requirements of the project in relation to employment opportunity measures and activity.
- 6.6 The Employment and Skills Plans (ESP) will be approved by the Local Planning Authority in consultation with the Council's Economic Development Team, who will liaise with the developer and then

track progress against the ESP's Key Performance Indicators.

7.0 Employment and Skills Plan and Method Statement

Construction Phase

7.1 Developers are required to complete an Employment and Skills Plan (ESP) and Method Statement as outlined below. This should be done in accordance with the guidance in Appendix C of The Client Based Approach, Local Client Guidance – England, March 2016 ([english-client-based-approach-contractor-guidance.pdf \(citb.co.uk\)](https://www.citb.co.uk/resources/clients-based-approach-contractor-guidance.pdf)), this is also available from Somerset West and Taunton Council.

7.2 The ESP could include but not limited to the following Employment and Skills Areas as listed below:

- NVQ (award, certificate, or diploma) training for sub-contractors (construction phase only)
- Apprenticeships
- Pre-employment training
- Work experience placements for those unemployed
- Work experience placements for those aged 14-18 years in education, 16-19 and 19+ years
- Skills development workshops with education and training providers for the unemployed or those wishing to re-train, including employer led bootcamps/ sector-based work academies
- Targeted recruitment and training campaigns including promotion of vacancies locally, pre-employment training, work trials and guaranteed interviews
- Job Fairs to promote new operational vacancies and opportunities
- Site visits and talks
- Career activities – mock interviews, information events, mentoring, site visits
- In-house training schemes
- Leadership and Management training
- Sector based work academy programmes

7.3 Developers are required to provide a detailed Method Statement setting out how they intend to implement the ESP. The Method Statement should be restricted to 800 words and clearly set out the proposed approach for delivering skills development against the Employment and Skills Areas, covering the following:

- Who in the organisation will be responsible for managing the training scheme and overseeing the proposals?

- Which education and training providers will be involved with the delivery of the ESP?
 - What types of accredited and non-accredited training are expected to be offered and who are expected to be the main beneficiaries of this training?
 - Which trades or occupational areas is it envisaged will be offering Apprenticeship opportunities?
 - What types of Apprenticeship are expected to be offered (e.g. traditional, specialist, Shared, Advanced etc.)?
 - How will the Target Outputs as set out in the ESP be delivered?
 - How will health and safety issues be managed?
 - What actions will be taken to ensure the support of trade contractors and how will compliance be managed [and monitored] with respect to the organising trade contractors and subcontractors?
- 7.4 The developer needs to include a written statement in their contracts with the contractor and sub-contractors and inform the freeholder or lease holder of the operational phase of the development, encouraging them to liaise with the Council to discuss, agree and implement the arrangements as set out in this TGN and the site-specific Section 106 obligations to ensure the successful and consistent application.
- 7.5 The contractor and sub-contractors in the construction phase shall provide to the Council on a quarterly basis a Monitoring Form (example in Appendix 3) outlining the achievements against the ESP and Section 106 obligations.
- 7.6 On completion of development and/or one month after opening for operational developments, the Council will review performance against the ESP(s) and Section 106 obligations to formulate an evaluation report to consider the scope for improvement on future developments and to maximise promotional activities of the outcomes of the specific development.
- 7.7 For developments under 52 weeks or where contractors will be on site for limited times only, the Council understands that it is difficult for employers to engage with apprenticeships. In these instances, the use of an independent Apprenticeship Training Agency (ATA) is recommended. The Council can provide contacts where this is required.
- 7.8 For developments expected to last for at least 52 weeks, the Council seeks those apprenticeships are facilitated. The developer is responsible for ensuring the relevant number of new apprenticeships is created on site – either directly or through the developer’s managing agents and their supply chain. If apprentices are recruited through the supply chain, it must be clearly evidenced that the apprentice appointment is directly associated with the development.
- 7.9 The Council encourages the contractor and supply chain to access

sector-specific grants through CITB - Construction Skills. The Council can signpost to this support.

Monitoring at Construction Phase

- 7.10 Provide regular monitoring and information to the Council on:
- The achievements against the ESP, numbers of local businesses contracted and numbers of local people* employed on a monthly / quarterly basis via completion of a Monitoring Form (Appendix 3)
 - Apprentices, work experience placements and NVQ (award, certificate, or diploma) starts and completions and any extracurricular and career activities.
 - A bimonthly/ quarterly site monitoring meeting
 - Any other relevant information as directed by the Council

*Local people count as those living in the Somerset West and Taunton District.

Operational Phase

- 7.11 The developer is to inform the lease holder about this TGN and the site-specific Local Labour Agreement. The lease holder is expected to meet with the Councils Economic Development Team to produce an ESP for submission to the Council as soon as possible after leasing the premises.
- 7.12 Operators are responsible for ensuring the relevant numbers of local employees, apprenticeships, work experience and NVQ (award, certificate, or diploma) training places are created, and they are responsible for all associated costs.
- 7.13 The ESP could include but not limited to the following Employment and Skills Areas as listed below:
- NVQ (award, certificate, or diploma) training for sub-contractors (construction phase only)
 - Apprenticeships
 - Pre-employment training
 - Work experience placements for those unemployed
 - Work experience placements for those aged 14-18 years in education, 16-19 and 19+ years
 - Skills development workshops with education and training providers for the unemployed or those wishing to re-train, including employer led bootcamps/ sector-based work academies
 - Targeted recruitment and training campaigns including promotion of vacancies locally, pre-employment training, work trials and guaranteed interviews

- Job Fairs to promote new operational vacancies and opportunities
- Site visits and talks
- Career activities – mock interviews, information events, mentoring, site visits
- In-house training schemes
- Leadership and Management training
- Sector based work academy programmes

7.14 Operators are required to provide a detailed Method Statement setting out how they intend to implement the ESP. The Method Statement should be restricted to 800 words and clearly set out the proposed approach for delivering skills development against the Employment and Skills Areas, covering the following:

- Who in the organisation will be responsible for managing the training scheme and overseeing the proposals?
- Which education and training providers will be involved with the delivery of the ESP?
- What types of accredited and non-accredited training are expected to be offered and who are expected to be the main beneficiaries of this training?
- Which occupational areas is it envisaged will be offering Apprenticeship opportunities?
- What types of apprenticeship are expected to be offered (i.e. traditional, specialist, Shared, Advanced etc.)?
- How will the Target Outputs as set out in the ESP be delivered?
- How will health and safety issues be managed?

Monitoring of Operational Phase

7.15 Tenants or freeholders are to provide monitoring information (via Appendix 4) to the Council one month after operation commences on:

- The achievements against the ESP
- Starting workforce statistics including details of number of local people
- Apprentice and work experience placements
- Any other relevant information as directed by the Council.

8.0 Fees

8.1 The Council seeks an administration fee for the negotiation and administration of all S106 agreements. This is a fixed sum of £100* per dwelling will be charged for residential development and £1.25per sqm for commercial floorspace(3) to support the additional resources required by the Council to deliver the administration system.

8.2 This charge is in addition to planning application fees and will be payable on completion of a S106 Agreement or when the number of dwellings or

amount of commercial floorspace is known.

- 8.3 Where a site has abnormally low costs, or where little negotiation is required, a reduction in fees will be considered.

*subject to review, correct as of January 2023.

Appendices

Appendix 1

Template Section 106 Obligations

Template Section 106 Obligations

The Owner and/or the Developers covenant with the Council as follows:

Not to commence development unless a Local Labour Agreement (LLA), including an Employment and Skills Plan (ESP) and Method Statement, has been submitted to and approved in writing by the Economic Development Lead PROVIDED THAT where the Council has confirmed receipt of and been in receipt of the LLA for 4 weeks and no approval or dispute is given or notified then approval shall be deemed to have been given. The ESP and Method Statement shall include details demonstrating how the development will achieve compliance with and implementation of the Employment and Skills output figures contained within Appendix B of The Client Based Approach, Local Client Guidance – England, March 2016 as applied to the approved construction costs of the Development and the work types comprising the Development.

The approved LLA shall be implemented and complied with in accordance with that approval for the lifetime of the LLA unless subsequently otherwise approved in writing by the LPA.

The Local Labour Agreement template will be included here.

Appendix 2

Benchmark Standards for construction phase

Benchmark Standards for Work Experience Placements, Apprenticeships and NVQs (Award, Certificate or Diploma) at Construction Phase and Extra Curricular/Careers Activities/Programmes for the Unemployed

The commitment for extracurricular, careers activities and/or working with local unemployed people through various programmes on offer is as follows:

Up to £1m	£1m - £5m	£5m - £10m	£10m - £20m	£20m - £30m	£30m - £40m	£40m - £50m	£50m - £60m	£60m - £70m	£70m - £80m	£80m - £90m	£90m - £100m
2	3	4	5	6	7	8	9	10	10	11	12

The tables in this Appendix detail the Work Experience placements, Apprenticeship and NVQ (award, certificate, or diploma) benchmarks that will apply for qualifying developments during the construction phase. The benchmarks vary dependent on the type and cost of the build.

Build types are classified as follows:

- Residential
- Retail, Sports, Leisure and Entertainment
- Factories
- Education (Private/Non County Council)
- Health
- Offices
- Refurbishment/Decent Homes

NVQ – National Vocational Qualification usually represented in the form of an Award, Certificate or Diploma

Client-Based Approach to developing and Implementing an Employment and Skills Strategy on construction projects through on-site training (May 2012)

Residential	Up to 500K	£500K - 1m	£1 - 3.5m	£3.5 - 6m	£6 - 10m	£10 - 15m	£15 - 20m	£20 - 30m	£30 - 40m	£40- 50m	£50- 60m	£60- 70m	£70- 80m
Work Experience Placement for those Unemployed – persons	1	2	3	5	7	9	11	13	16	18	19	20	20
Work Experience Placement for those aged 14-18 yrs in Education – persons	0	0	0	1	1	2	3	3	4	4	4	5	5
Apprentice Starts – persons	0	0	0	2	4	6	7	8	9	10	11	12	13
Apprentice Completions –persons	0	0	0	0	2	3	4	5	5	6	6	6	7
<u>Construction Phase Only</u>													
NVQ Starts for Sub-contractors – persons	0	0	1	2	3	6	8	10	13	15	17	19	21
NVQ Completions for Sub-contractors – persons	0	0	1	2	3	5	7	8	11	12	14	16	17

Retail, Sports, Leisure and Entertainment	Up to 3.5m	£3.5 – 6m	£6 – 10m	£10 – 15m	£15 – 20m	£20 – 30m	£30 – 40m	£40 – 50m	£50 – 60m	£60- 70m	£70- 80m	£80- 90m	£90- 100m
Work Experience Placement for those Unemployed – persons	2	3	4	5	6	7	8	9	10	10	10	11	11
Work Experience Placement for those aged 14-18 yrs in Education – persons	0	1	1	1	2	2	2	2	2	3	3	3	3
Apprentice Starts – persons	0	1	3	4	5	5	6	7	7	8	8	9	10
Apprentice Completions –persons	0	0	1	1	1	1	1	2	2	2	2	2	2
<u>Construction Phase Only</u>													
NVQ Starts for Sub-contractors – persons	1	1	2	4	5	6	8	9	10	11	13	14	14
NVQ Completions for Sub-contractors – persons	1	1	2	3	4	5	7	7	8	10	10	11	12

Factories	Up to 3.5m	£3.5 – 6m	£6 – 10m	£10 – 15m	£15 – 20m	£20 – 30m	£30 – 40m	£40 – 50m	£50 – 60m	£60- 70m	£70- 80m	£80- 90m	£90- 100m
Work Experience Placement for those Unemployed – persons	0	1	1	1	2	2	2	3	3	3	3	3	3
Work Experience Placement for those aged 14-18 yrs in Education – persons	0	0	0	0	0	0	0	0	0	0	0	0	0
Apprentice Starts – persons	0	1	1	2	2	2	3	3	3	4	4	4	5
Apprentice Completions –persons	0	0	1	1	1	2	2	2	2	2	2	2	2
<u>Construction Phase Only</u>													
NVQ Starts for Sub-contractors – persons	1	1	2	3	4	6	7	8	9	10	12	13	13
NVQ Completions for Sub-contractors – persons	1	1	2	3	4	4	6	7	8	9	9	10	11

Education (Private/Non County Council)	Up to 3.5m	£3.5 – 6m	£6 – 10m	£10 – 15m	£15 – 20m	£20 – 30m	£30 – 40m	£40 – 50m	£50 – 60m	£60- 70m	£70- 80m	£80- 90m	£90- 100m
Work Experience Placement for those Unemployed – persons	4	6	8	11	13	16	19	22	23	24	24	25	25
Work Experience Placement for those aged 14-18 yrs in Education – persons	0	1	1	2	4	4	5	5	5	6	6	6	6
Apprentice Starts – persons	0	2	3	5	6	6	7	8	9	10	10	11	12
Apprentice Completions –persons	0	0	2	3	3	4	4	5	5	5	6	6	6
<u>Construction Phase Only</u>													
NVQ Starts for Sub-contractors – persons	1	2	3	6	8	10	13	15	17	19	21	23	24
NVQ Completions for Sub-contractors – persons	1	2	3	5	7	8	11	12	14	16	17	19	20

Health	Up to 3.5m	£3.5 – 6m	£6 – 10m	£10 – 15m	£15 – 20m	£20 – 30m	£30 – 40m	£40 – 50m	£50 – 60m	£60- 70m	£70- 80m	£80- 90m	£90- 100m
Work Experience Placement for those Unemployed – persons	2	3	4	5	7	8	10	11	11	12	12	13	13
Work Experience Placement for those aged 14-18 yrs in Education – persons	0	1	1	1	2	2	2	2	2	3	3	3	3
Apprentice Starts – persons	0	1	2	4	4	5	5	6	7	7	8	8	9
Apprentice Completions –persons	0	0	1	1	1	2	2	2	2	2	2	2	2
<u>Construction Phase Only</u>													
NVQ Starts for Sub-contractors – persons	1	2	2	5	6	8	10	12	14	15	17	18	19
NVQ Completions for Sub-contractors – persons	1	2	2	4	6	6	9	10	11	13	14	15	16

Offices	Up to 3.5m	£3.5 – 6m	£6 – 10m	£10 – 15m	£15 – 20m	£20 – 30m	£30 – 40m	£40 – 50m	£50 – 60m	£60- 70m	£70- 80m	£80- 90m	£90- 100m
Work Experience Placement for those Unemployed – persons	1	2	2	3	3	4	5	5	6	6	6	6	6
Work Experience Placement for those aged 14-18 yrs in Education – persons	0	0	0	1	1	1	2	2	2	2	2	2	2
Apprentice Starts – persons	0	1	2	3	3	4	4	5	5	5	6	6	7
Apprentice Completions –persons	0	0	1	1	2	2	2	2	2	2	3	3	3
<u>Construction Phase Only</u>													
NVQ Starts for Sub-contractors – persons	1	1	2	4	5	6	8	9	10	11	13	14	14
NVQ Completions for Sub-contractors – persons	1	1	2	3	4	5	7	7	8	10	10	11	12

Refurbishment/Decent Homes	Up to 3.5m	£3.5 – 6m	£6 – 10m	£10- 15m	£15 20m	£20 30m	£30 – 40m	£40 – 50m	£50 – 60m	£60- 70m	£70- 80m	£80- 90m	£90- 100m
Work Experience Placement for those Unemployed – persons	2	4	5	6	8	9	11	13	13	14	14	15	15
Work Experience Placement for those aged 14-18 yrs in Education – persons	0	0	0	1	1	1	1	1	1	2	2	2	2
Apprentice Starts – persons	0	1	3	4	5	6	6	7	8	8	9	10	11
Apprentice Completions –persons	0	0	1	2	3	4	4	4	4	4	5	5	5
<u>Construction Phase Only</u>													
NVQ Starts for Sub-contractors – persons	1	1	2	4	6	7	9	11	12	13	15	16	17
NVQ Completions for Sub-contractors – persons	1	1	2	4	5	6	8	8	10	11	12	13	14

Notes: The numbers in the tables refer to total amount of work experience placements and apprenticeships in each category expected by value of development. For projects in excess of the development costs listed above, targets need to be negotiated with the Council.

Source: Client-Based Approach to developing and Implementing an Employment and Skills Strategy on construction projects through on-site training (May 2012)

Appendix 3 Sample Monitoring Form for the Construction Phase

Please complete and submit this form to the Council Economic Development Team.

All sub-contractors in the development chain are required to complete this form under the site's Section 106 agreement. **All recording relates to on site activity only.** If you need assistance in completing this form, contact the Council's Economic Development Team.

Date	
Company name, address and contact number of headquarters	
Company number of employees	
Company contact name	
Number of staff on site	
Number of staff on site previously unemployed	
Number of staff <u>on site</u> who live in Somerset West and Taunton District	
Number of NEW apprentices <u>on site</u> and level of apprenticeship (intermediate, advanced, or higher) Provide details of qualification title and level	
Number of EXISTING apprentices <u>on site</u> and level of apprenticeship (intermediate, advanced, or higher) Provide details of qualification title and level	
Number of apprenticeship completions whilst <u>on site</u> Provide details of qualification title and level	
Number of completed work experience placements for those unemployed	
Number of completed work experience placements for those aged 14-18 in education	
Number of NVQ starts (award, certificate, diploma) <u>on site</u> for Sub-contractors Provide details of qualification title and level	
Number of NVQ completions (award, certificate, diploma) <u>on site</u> for Sub-contractors Provide details of qualification title and level	
Number of extracurricular, careers/employment support activities Date and details of activity	
Number on site in receipt of the Living Wage	
Please list the contact details of any new sub-contractors to be used on site	

Appendix 4
 Sample Monitoring Form for the Operational Phase

Please complete and submit this form after 4 weeks of opening to SWTs Economic Development Team.

All sub-contractors in the development chain are required to do so under the Section 106 Agreement.

If you need assistance in completing this form, contact..... via email at

Date	
Company name	
Company contact name	
Number of staff employed	
Number of staff employed who live in Somerset West and Taunton District	
Number of staff previously unemployed	
Number of NEW* apprentices on site and level of apprenticeship (intermediate, advanced, or higher)	
Number of work experience placements for those unemployed	
Number of work experience placements for those aged 14-18 in education	
Curriculum, careers/employment support activities (site visits, talks, mock interviews, mentoring, participation in employability programmes)	

*Since operation of development