



# Gravity

Smart Campus

Skills Charter  
Consultation Draft

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# 1.0 Introduction

Building upon existing obligations approved through the extant planning consent (42/13/00010) at Gravity, this Skills Charter sets out the commitment to continue the focus on clean and inclusive growth. Sedgemoor District Council (the Council) and This is Gravity Ltd (the Owner) have agreed a Framework Local Labour Agreement.

This Skills Charter translates that agreement into the Gravity LDO. It relates to skills and training commitments throughout the construction and operational phases of Gravity through the delivery of the LDO, covering the entire site.

Workforce development and talent acquisition is a fundamental part of the proposition to attract international investment into the UK and to the South West, creating high value, permanent jobs.

**Our Mission is to create decent work and inclusive economic growth, in conjunction with climate action, whilst contributing to the United Nations Sustainable Development Goal's (UN SDG's).**

**Our journey is to nurture low carbon innovation, processes, and systems, to enable our future occupiers and communities to share our aspirations.**

The Gravity project will establish a smart campus that delivers a new era of possibility for social inclusion, and economic transformation and will work to optimise the use of local labour, champion new opportunities for training and skills through schools and help facilitate a pipeline of talent to link communities to Gravity. The public consultation responses convey that job opportunities are key priorities for communities and their families.

# Gravity



## 2.0 Ambition and Vision

At project initiation the preparation of a workforce development strategy for each occupier will scope the approach to talent acquisition, training and recruitment to enable preparations to commence.

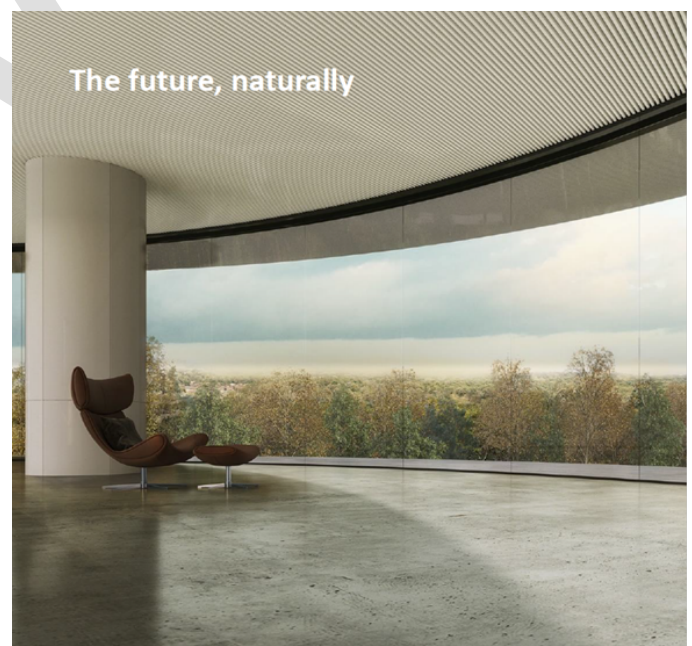
Given the extensive nature of this site, individual Employment and Skills Plans (ESPs) will be developed for each occupier, site, or parcel, as appropriate, in addition to this Skills Charter. The shared overriding objectives are to (a) meet occupier needs and provide strategic linkages into local schools to raise ambition of young people, (b) provide strategic linkages into Bridgwater and Taunton College (BTC) and the wider training and academic network, to ensure support and training for the new workforce, and (c) to provide an interface with the local community and businesses to ensure accessibility to new opportunities to enhance skills and training.

BTC will have a direct interface through this Skills Charter and subsequent ESPs, to closely align students to work experience, placements, and apprenticeships, geared to creating additional social value for the host community. BTC will work closely with the Owner and the occupiers to focus on individuals and improving life chances and wellbeing. BTC will also work to lead and shape a package of training and workforce development linked to wider universities and institutes of technology to meet occupier needs.

Opportunities will be created to engage with other partners to add value and improve outcomes for local communities such as Bounce Forward, MOBIE or individual businesses through their own environmental and social governance policies and practices. The Bounce Forward and MOBIE partnership initiatives in place to provide STEM training through innovative design competitions in schools are examples of how This is Gravity is committed to add social value and improve outcomes for local communities.

Collaborative management of transformational developments such as Gravity will help shape the local labour force to meet industry and market requirements to the benefit of Gravity and its occupiers, raise ambitions and aspirations and help residents to understand the training opportunities available to them at Gravity.

It is especially important in the locality to provide sustained employment beyond the Hinkley Point C (HPC) construction project, which relies on temporary roles, to provide new and skills and training opportunities as a lasting legacy to underpin local wellbeing and quality of life.



# 3.0 The Charter

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## A Clean and Inclusive Growth Mission

**This Skills Charter is intended to set out the high-level principles and objectives for Gravity, from which parcel / occupier specific Employment and Skills Plans will be developed to deliver benefits to the local community, Gravity, and its occupiers.**

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### Construction Industry Training Board (CITB) Criteria

Since the Development is considered large scale, it falls under CITB criteria, as follows.

The Owner (This is Gravity Ltd) shall in connection with the Principal Contractor involved in the construction of each phase / parcel / occupier (as appropriate) of the Development:

- Submit an Employment and Skills Plan (ESP) based upon the example set out in Appendix A to this Agreement, and in accordance with the Gravity ESP Method Statement at Appendix B, to the Council for its written approval before the commencement of the Development of the respective phase / parcel / occupier on site, such approval to include the date by which the ESP is to be implemented by the Principal Contractor.
- Comply with and implement the approved ESP and Gravity ESP Method Statement and provide the Council with information as required to demonstrate its compliance with the ESP and Gravity ESP Method Statement.
- The Council covenants with the Owner that within 10 days of the submission by the Owner of the parcel / phase / occupier specific ESP the Council shall either approve the ESP in writing or suggest reasonable amendments thereto in writing save that if at the end of the 10-day period the Council has not approved the ESP or provided comments in writing suggesting appropriate amendments to the ESP failure to comment in writing shall be taken as approval of the ESP.
- The Council and the Owner works closely with BTC to review and input into ESPs to ensure the ongoing priority of skills enhancement and integration into the community to optimise 'inclusion', as a high priority outcome from the Gravity EZ.
- The Council shall provide to the Owner information it has available to enable the Owner to comply with and implement the ESP.
- Any and all costs relating to compliance with, and implementation of the ESP by the Owner are included in the relevant pricing document.
- Where any variation to the Development has the effect of substantially increasing or decreasing the relevant pricing document, the Owner may propose corresponding and proportionate amendment to the employment and skills output figures contained in the ESP. The Council shall consider any such proposal made by the Owner and shall seek to agree any amendments with the Owner.

## **Owner Commitments in Relation to Operation of the Proposed Development**

The Owner shall in connection with the operation of the Development and its contractors use reasonable endeavors to:

- Ensure that employment opportunities are generated through construction and into the operational phases for Local People.
- Work with BTC to align education and training to Gravity tenants and contractors as a key marketing initiative to attract high value businesses and support their workforce needs.

Work with occupiers and appropriate partners to deliver a targeted recruitment and training campaign linked directly to the operational jobs within the Development to prepare the local labour market and match suitable candidates to job specifications including:

- To work with local and regional academic partners on workforce development and creating a pipeline of new talent into the development.
- A strategic workforce development strategy setting out numbers, phasing, job roles and shift patterns will be required to be submitted, in addition to the more detailed ESPs.
- To inspire students at school into careers in future sectors relating to clean growth, climate change, advanced engineering, digital etc.
- To recruit apprentices, provide work experience placements for those unemployed and work experienced placements for those aged 14-18 years in education associated with the operation of the Development.
- Guaranteed job interviews for local unemployed residents who have undertaken specific pre-employment training related to the development.
- All new vacancies to be advertised in local newspapers such as the Bridgwater Mercury and on the Universal Jobmatch online service.
- The Owner shall issue a written statement to its prospective operator / occupiers associated with the operation of the Development. This will state that any company invited by the Owner shall be given clear written details of the obligation to use all reasonable endeavors to abide by the sites Skills Charter obligations.
- The Owner will work with occupiers and the locality, to welcome and integrate the workforce from the locality and potentially overseas, to ensure cohesion as a well as a healthy and productive workforce.

## **Owner Commitments in Relation to Construction of the Proposed Development**

- The Owner shall issue a written statement to its prospective contractors and sub-contractors at the stage of tendering for work and contracts associated with the construction of the Development. This will state that any company invited by the Owner shall be given clear written details of the obligation to use all reasonable endeavors to abide by the site's Skills Charter, and subsequently that company must include a similar term within its contracts.
- The owner will identify any temporary workforce needs during construction and identify a workforce plan for talent acquisition.

# Defining Local

A local person or business is defined here as a person resident within Sedgemoor District Council's geographical boundaries (the local area) at the time of their initial application for employment in relation to the Development.

Local procurement is defined as the procurement of goods or services from a company or company branch located within the local Sedgemoor area.

Sedgemoor District Council's geographical boundaries cover the towns of Bridgwater, Burnham on Sea, Cheddar, Highbridge and surrounding rural area. As a rough guide, most postcodes beginning as follows are likely to be for properties located within Sedgemoor: TA5, 6, 7, 8 & 9, and BS25, 26, 27 & 28.



## Welcoming New Communities

A project of this scale with a focus on international business will generate new business into the UK and therefore may generate a head office management and training team in early years to set up and implement the project.

## Investment in Skills and Training

Candidate schemes and initiatives for workforce development will be listed in the Locality Investment Plan which will consider priorities to align with business needs.

## Marketing and Public Relations

Where positive evidence arises of relevance to this Skills Charter, the Council will be happy to work with This is Gravity Ltd and occupiers on media releases and community updates to communicate progress and celebrate success.

## Equal Opportunities

This is Gravity Ltd will offer equal opportunity to all, regardless of race, colour, nationality, ethnic origin, sex (including gender reassignment), marriage, disability or age. All applicants and employees will be treated equally in respect of recruitment, promotion, training, pay and other employment policies and conditions. Reasonable adjustments will be made to accommodate those with additional needs.

## **Measuring Success**

All occupiers and their agents / contractors are expected to work as part of the Gravity smart campus community to use reasonable endeavors to operate in accordance with the objectives of the Skills Charter and to report on actions and measures to support the delivery of the clean and inclusive growth strategy.

Occupiers and investors will be required to submit details of their proposed response to the Skills Charter through the compliance process. When approved, a formal summary report to the council will be required to inform the monitoring groups, with a parallel summary progress update to the community, both on a quarterly basis outlining the achievements during the previous quarter against the live ESPs and Gravity ESP Method Statement and provide details of the various employment and skills activities delivered in the quarter.

An annual Environmental and Social Governance (ESG) report will draw together responsiveness and progress against all the CIGS and Charters and capture any additional relevant progress and activity.

## **Review**

This Gravity Ltd and the Council reserve the right to make changes if required due to unforeseen changing circumstances. Any changes must be agreed in writing by both parties and both parties must act reasonably.

Appendix A: Example Employment and Skills Plan

Appendix B: Gravity ESP Method Statement

Appendix C: CITB Headline KPIs

**Appendix A: Example Employment and Skills Plan**

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## EMPLOYMENT AND SKILLS PLAN (ESP) Example for £3m Project

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## **Method Statement to support ESPs for Gravity**

This is Gravity Ltd, known as 'Gravity', has an Environmental and Social Governance (ESG) policy and is committed to shaping a smart campus and community where companies can make a difference socially, economically and environmentally.

Gravity are committed to the delivery of the outcomes of this Method Statement and will engage with our contractors, sub-contractors and supply chain to assist us in the delivery of the ESPs. We will ensure our contractors brief their supply chain on the proposed delivery and monitoring methods as set out below both at project outset and at regular intervals during the build.

### **Work Placement (Pre-employment & Other Pathways)**

To meet KPIs relating to work experience This is Gravity Ltd and their contractors, sub-contractors and supply chain will liaise with the most appropriate contact from each organisation with which work experience is to be arranged.

With work experience for 16+ local colleges and universities (via Construction Skills/ Bridgwater and Taunton College staff) and relevant local employability partners (including Job Centre Plus and the nominated employment vehicle Jobs for All) will be approached to identify suitable candidates.

We will encourage our supply chain to support work placements and will signpost them to the relevant partner to support the delivery.

All work experience placements will be captured on a monthly monitoring form and details of the work placement itself captured separately to assess the effectiveness of the placement to the person involved.

### **Work Placement (Students in Education – School, College)**

Work experience placements for students will be managed through our own partners and main contractors Education Manager or alternative in house or through a third party such as Bridgwater and Taunton College, who will co-ordinate these types of activities. If required, he / she will call on the CITB Careers Adviser to assist with accessing additional schools or support.

He / She will offer assistance to members of our supply chain who wish to support work placements for students, to make contact with local schools.

As above, all work experience placements will be captured on a quarterly monitoring form and details of the work placement itself captured separately to assess the effectiveness of the placement to the person involved.

### **Construction Curriculum Support Activities**

Site visits – a number of groups will be identified and invited to visit the site through discussions with CITB staff and our own designated Education Manager. It is hoped that some visits can be tied in with college courses to allow students to view the work they are learning about first hand on site to enrich their learning experience e.g. pre-vocational classes, HND students in construction related courses.

Careers talks – the relevant 'Education Manager' will work with Construction Ambassadors to carry out careers events in local schools and colleges to raise awareness of the industry. Suitable opportunities will be identified through discussions with local schools to tie in with the school leaving/standard grade selection dates.

Our partners and contractors will engage their supply chain to assist with these events, in particular we would like to arrange for the more obscure trades to be involved to demonstrate the wider opportunities available within the industry.

Curriculum support events – our partners / contractors Education Manager will liaise with local schools to identify opportunities to deliver events that support the curriculum through the Construction Ambassadors.

All activities carried out will be captured through quarterly monitoring.

### **Graduates**

Gravity will work directly with Bridgwater and Taunton College and other local universities as appropriate to enable undergraduate work experience and graduate recruitment, linking to relevant courses in the desired business area. Gravity and local partners will champion local opportunities and recruitment, and the local/national press may also be used to advertise the vacancy.

### **Apprentice Starts**

We are keen to enable apprenticeships as well as recruit redundant apprentices to allow completion of apprenticeships for individuals unfortunate enough to be made redundant part way through their training. We will request that any contractor on site who has an apprentice vacancy considers redundant apprentices as part of their recruitment process. We will signpost any contractors with apprentice vacancies to support and we will also make sub-contractors aware of the current funding for 'Adopting' an Apprentice. The numbers of new start apprentices will be gathered through the quarterly monitoring form.

### **Existing Apprentices**

We will use quarterly monitoring and the Individual Skills Profile form completed at site induction stage to capture information on the numbers of existing trainees working on the project.

### **Apprentice Completions**

We will use quarterly monitoring to capture information on the numbers of existing trainees who complete their apprenticeship on the project.

### **Jobs Created on Construction Projects**

We will inform all our contractors of the requirement to advertise all site vacancies through the nominated local employment vehicle (Jobs for All) as well as anywhere else they wish to advertise. We will request that all vacancies are also notified to us via our quarterly reporting which will allow us to capture the number of vacancies being created by the project and advertised as required.

The local Job Centre Plus, press and trade publications could also be used to raise awareness of any vacancies.

### **S/NVQ Starts**

At tender stage potential sub-contractors are asked to identify the percentage of their workforce holding a CSCS/CPCS card. We are committed to 100% carded workforce on our sites to assure safety and competence. If a contractor does not yet have 100% carded workforce they are asked how and when they expect to achieve this.

At induction onto site individuals will be required to complete an individual skills profile which will identify if they hold the appropriate CSCS card for the trade they are employed to carry out. This process could identify sub-contractor opportunities to upskill their existing workforce most likely by using the OSAT process to allow staff to gain appropriate qualifications and thereby qualify for appropriate CSCS cards. Sub-contractors identified as having upskilling requirements will be directed to CITB to be advised on the most suitable provider of the necessary training and assessment.

Any S/NVQ starts will be identified by use of a quarterly monitoring system.

### **S/NVQ Completions**

Any S/NVQ completions will be captured through the quarterly monitoring system.

### **Training Plans for Sub-contractors**

All sub-contractors starting on site will be asked if they already have a training plan. Those who do not have a training plan in place will be encouraged to produce one and will be directed to CITB, or other suitable providers, who could assist them in preparing one and identify any possible funding that may be available for training carried out under the plan. We will be notified by the sub-contractor when they have completed or renewed a plan through the quarterly monitoring form and a copy will be requested for our records.

### **Supervisor Training for Sub-contractors**

We require supervisors on site to have at least basic training to ensure they have the skills required to adequately manage their staff on site. The individual skills profiles completed at induction stage will be used to identify any supervisory training opportunities amongst sub-contractors.

Any ad-hoc training carried out will be identified by use of the quarterly monitoring system.

### **Leadership and Management Training for Sub-contractors**

The individual skills profiles completed at induction stage will be used to identify any leadership and management training opportunities amongst sub-contractors.

Any ad-hoc training carried out will be identified by use of the quarterly monitoring system.

### **Advanced Health and Safety Training for Sub-Contractors**

At PQQ tender stage sub-contractors are requested to provide details of the level of health and safety training given to supervisors and to any other relevant health and safety training that employees have been given.

Contractor site managers and supervisors are required to undertake training and hold a valid certificate for the ConstructionSkills SMSTS 5 day course. We expect all supervisors from sub-contractors on our sites to be suitably trained and certificated for the work they will be undertaking and the health and safety documentation they will be required to produce. The contractor site manager will be responsible for checking the sub-contractor supervisors are suitably qualified and will highlight any training requirements to the sub-contractor.

The individual skills profiles completed at site induction will also allow advanced health and safety opportunities to be identified.

Any ad-hoc or refresher training carried out will be identified by use of the quarterly monitoring system.

## **Inclusion**

Initiatives to promote and enable wider social inclusion will also be actively considered, for example Women into Construction and the promotion of the Arms Forces Covenant to provide roles for those seeking to return to the workforce and transition into new careers.

## **Monitoring and Review**

This Method Statement is subject to monitoring and review to ensure fitness for purpose to optimise outcomes.

**Appendix C: CITB Headline KPIs**

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## **KPI 1 Work Placements**

This KPI is aggregated into 2 reporting lines; work placements for persons in education and work placements for persons not in education. Clients/contractors can agree how the total benchmark figure is divided and counted

### **KPI 1(a) Work Placements (In Education)**

*Key Industry Priority: Image & Recruitment*

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.

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.

This target relates to (data reporting lines)

- Work Experience Placement (In Education)

KPI Measure: 1 completed work placement represents 1 outcome

Evidence:

1. Written confirmation from the learning provider or employer of the student participation in the activity, and;
2. Learner evaluation form

### **SPONSA / Spreadsheet Data Entry Requirement:**

Student name, employer, educational establishment, completion dates

*For clients using SPONSA, data entry requirements may be substituted with a single count e.g. 1*

### **Notes:**

*This KPI applies to main contractors and subcontractors*

<b>KPI 1(b)</b> <i>Key Industry Priority:</i>	<b>Work Placements (Not in Education)</b> <i>Image &amp; Recruitment</i>
	<p>This target describes work experience attendance on NSAFC Projects for persons who are 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, Job Centre Plus, Women into Construction, Armed Forces re-settlement programmes or local community organisations. It may also be appropriate for individuals seeking a career change.</p> <p>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.</p> <p>This target relates to (data reporting lines)</p> <ul style="list-style-type: none"> <li>• Work Experience Placement (Not In Education)</li> </ul> <p><b>KPI Measure:</b> 1 completed student work placement represents 1 outcome</p> <p><b>Evidence:</b> 1. Written confirmation from the placement organisation/partner and employer hosting participant &amp; 2. Learner evaluation form</p> <p><b>SPONSA / Spreadsheet Data Entry Requirement:</b> Student name, employer, placement organisation/partner, completion dates <i>For clients using SPONSA, data entry requirements may be substituted with a single count e.g. 1</i></p> <p><b>Notes:</b> <i>This KPI applies to main contractors and subcontractors</i></p>

<b>KPI 2</b>	<b>Jobs Created</b>
This KPI is aggregated into 3 reporting lines; Jobs created for Apprentices, Jobs created for New Entrants, Jobs created for Graduates. Clients/contractors can agree how the total benchmark figure is divided and counted	
<b>KPI 2</b>	<b>Total Jobs created by NSAFC projects (new entrants)</b>
KPI 2a:	Apprentices
KPI 2b:	New Entrants
KPI 2c: :	Graduates
<i>Key Industry Priority:</i>	<i>Image &amp; Recruitment</i>
<p>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.</p> <p>This target relates to (data reporting lines)</p> <ol style="list-style-type: none"> <li>Persons who are employed as Apprentices</li> <li>Persons previously unemployed or unskilled</li> <li>Graduates</li> </ol> <p><b>KPI Measure:</b> 1 individual represents 1 outcome</p> <p><b>Evidence</b></p> <ol style="list-style-type: none"> <li>Notification of vacancy on site &amp;</li> <li>Copy of offer of employment &amp;</li> <li>Confirmation letter or statement from employer of minimum 1 month employment (qualifying period)</li> </ol> <p><b>SPONSA /Spreadsheet Data Entry Requirement:</b> Occupation, Employer, Employee name and date of qualifying period. <i>For clients using SPONSA, data entry requirements may be substituted with a single count e.g. 1</i></p> <p><b>Notes:</b> <i>This KPI applies to main contractors and subcontractors</i></p> <p><i>Graduates – within 3 years of graduation</i></p> <p><i>New entrants will normally be undertaking some form of training</i></p>	

Headline KPIs  
NSAFC KPIs CITBA Toolkit June 2016  
Client Based Approach

<b>KPI 3</b>	<b>Construction Careers Information, Advice and Guidance (CCIAG) Events</b>
<i>Key Industry Priority:</i>	<i>Image &amp; Recruitment</i>

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

The key target groups for delivery of this outcome are:

- Entrants 14-19: (e.g. persons currently not in education, employment or training, or school students, school leavers, college students)
- Under graduates
- Influencers (e.g. school / university / adult influencers ,careers advisers, careers school staff, other providers, community groups)

**KPI Measure:**

1 event represents 1 outcome on SPONSA.

(Clients/contractors may wish to use their own data collection methods to also count the type of event and number of learners attended)

**Evidence:**

1. Confirmation from the participating organisation of the student engagement in the activity &
2. Completed documentations detailing activity delivered and numbers attended

**SPONSA/Spreadsheet Data Entry Requirement:**

Details of event – place, educational establishment, employer, number of learners, completion date

*For clients using SPONSA, data entry requirements may be substituted with a single count e.g. 1*

**Notes:**

*This KPI applies to main contractors and subcontractors*

*Activities must be meaningful to both parties and be able to demonstrate clear links with STEM/Built Environment*

Headline KPIs  
NSAFC KPIs CITBA Toolkit June 2016  
Client Based Approach

<b>KPI 4</b>	<b>Training Weeks</b>
This KPI is aggregated into 3 reporting lines; Apprentices, Traineeships, Higher Qualifications. Clients/contractors can agree how the total benchmark figure is divided and counted	
<b>KPI 4</b>	<b>Training Weeks on site</b>
KPI 4a:	Apprentices
KPI 4b:	Traineeships
KPI 4c	New Entrants undertaking higher qualifications
<i>Key Industry Priority:</i>	<i>Training &amp; Development</i>
<p>This target relates to and counts the number of weeks of formal 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/certificated by either an awarding body for that qualification or by the recognised issuing organisation.</p> <p>One training week = 5 working days.</p> <p>The number of weeks must fall within the project duration and must accurately reflect the start point of the training date commenced whilst on site</p> <p>This target relates to all employees (data reporting lines)</p> <ul style="list-style-type: none"> <li>• New entrants who are undertaking apprenticeship frameworks</li> <li>• New entrants undertaking traineeships or equivalent Scottish/Welsh routes</li> <li>• New entrants undertaking technical/higher level qualifications.</li> </ul> <p><b>KPI Measure:</b></p> <p>Total number of training weeks currently taking place on the project</p> <ol style="list-style-type: none"> <li>a) New entrants who are undertaking apprenticeship frameworks</li> <li>b) New entrants who are undertaking traineeships/ equivalent</li> <li>c) New entrants undertaking technical/higher level qualifications</li> </ol> <p><b>Evidence:</b></p> <ol style="list-style-type: none"> <li>1. Registration documents/written confirmation from training provider detailing course of study, duration and qualification</li> </ol> <p>&amp;</p> <ol style="list-style-type: none"> <li>2. Completion certificates</li> </ol> <p><b>SPONSA /Spreadsheet Data Entry Requirement:</b></p> <p>Employee name, Employer Name, Training Provider, Qualification Name</p> <p><b>Notes:</b></p> <p>This KPI applies to main contractors and subcontractors</p> <p><i>For clients using SPONSA, data entry requirements may be substituted with a single count i.e. number of weeks</i></p>	

Headline KPIs  
NSAFC KPIs CITBA Toolkit June 2016  
Client Based Approach

**KPI 5 Qualifying the Workforce**  
This KPI is aggregated into 4 reporting lines; Qualifications – main and subcontractors; Certification – main and subcontractors. Clients/contractors can agree how the total Qualifications and total Certification benchmark figure is divided and counted

**KPI 5 Qualifying the Workforce**  
KPI 5a Qualifications – main contractor  
KPI 5b Qualifications –sub contractors  
KPI 5c Short Duration training – main contractor  
KPI 5d Short Duration training – sub contractors  
*Key Industry Priority: Training & Development*

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.

This target relates to (data reporting lines)

- a) Qualifications – main contractor
- b) Qualifications – sub contractors

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.

This target relates to (data reporting lines)

- c) Short Duration training – main contractor
- d) Short Duration training - subcontractors

**KPI Measure:**

1 certificate represents 1 outcome on SPONSA.

**Evidence:**

- 1. Completion certificates.

**SPONSA Data Entry Requirement:**

Employee name, Employer Name, Training Provider, Qualification/Certification Name and Level, Completion Date.

*For clients using SPONSA, data entry requirements may be substituted with a single count e.g. 1*

**Notes:**

*This KPI applies to main contractors and subcontractors with consideration that:-  
For the client based approach KPI 6b) and 6d) are optional*

Headline KPIs  
NSAFC KPIs CITBA Toolkit June 2016  
Client Based Approach

<b>KPI 6</b>	<b>Training Plans</b>
<b>Key Industry Priority:</b>	<b>Training &amp; Development</b>

This target relates to the annual company / site project 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.

**KPI Measure:**

1 new or annually renewed company training plan

**Evidence:**

1. A copy of the training plan with start and completion dates

**SPONSA /Spreadsheet Data Entry Requirement:**

Company name, start date and end date

For clients using SPONSA, data entry requirements may be substituted with a single count e.g. 1

**Notes**

*This KPI applies to main contractors and subcontractors*

*This does not have to be a CITB directed training plan; this may be an internal standalone document or one which has been facilitated via other agencies e.g. LEP business growth hub*

*The plan is intended to be refreshed annually*

Headline KPIs  
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Client Based Approach

KPI 7 Key Industry Priority:	Case Studies Approved Strategic Leadership
<p>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.</p> <p>The completed case study must be approved by a representative of CITB and the client/contractor's internal communications team and be made available for inclusion on the National Skills Academy for Construction webpages and for additional promotional purposes.</p> <p><b>KPI Measure:</b> Funded: 1 Case Study approved represents 1 outcome on SPONSA</p> <p><b>Evidence:</b> Copy of approved case study</p> <p><b>SPONSA/Spreadsheet Data Entry Requirement:</b> Copy of approved NSAFC case study.</p> <p><b>Notes:</b> <i>Non-compliant case studies will be rejected</i></p> <p><i>At pre approval stage, it is expected that clients will nominate their preferred number of case studies to be completed. Clients will be expected to submit a minimum of 1 case study per project year.</i></p>	

\* Please note that the KPI reference numbers may change to align with SPONSA

