



Employment and Skills Plan (ESP) Guidance

Site	
Developer	
Main Contractor	
Project Manager/Director	
Application Code	
Author	
Estimated project value (£)	
Named person responsible for employment & skills delivery	
Planned start date	
Planned completion date	

DECLARATION

This Employment & Skills Plan has been produced for
____(developer/owner name) _____, consented under application
_(planning ref)_____

It sets out a framework for the delivery of the employment and skills opportunities arising from the project and has been developed in line with the section 106 planning agreement.

This Employment & Skills Plan identifies the activity that will be undertaken to implement the aims and objectives of the section 106 agreement (agreement ref & date tba).

For City of London	(Please print)	For the Developer / Lead Contractor	(Please print)
	-----		-----
	(Signature)		(Signature)
	-----		-----
Job Title	-----	Job Title	-----
Date	-----	Date	-----

1. INTRODUCTION

1.1 The City of London Corporation (CoLC) and the {Developer/Contractor} will formulate activities within the ESP with an aim to achieving the following objectives which also are reflected in the CoLC's Supplementary Planning Document (SPD):

- Contribute towards CoLC's corporate priorities and the aspirations of the City Plan.
- Ensure that the impact from procurement activities benefit the local economy.
- Support unemployed and workless people in the City and surrounding boroughs into training, employment and apprenticeship opportunities in construction and the built environment.
- Support local residents in the City and Central London into training, employment and apprenticeship opportunities associated with end uses, where applicable to hotel developments.
- Focus on **green jobs and the development of required skills** to support our efforts to hit net zero carbon emissions in the Square Mile by 2040, as detailed in the City Corporation's [Climate Action Strategy 2020-27](#).

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

- Employment initiatives and opportunities during construction
- Initiatives to work with employers across the supply chain to include training and ensure transition into work and sustainable job outcomes.
- Target for recruitment of employees within the City and surrounding boroughs
- Timing and arrangements for implementation of the plan.
- A mechanism for monitoring the effectiveness of initiatives.
- The structure of quarterly reports on the progress of initiatives.

1.3 The plan will also outline how the end use tenants (if applicable, as for hotel developments) shall, insofar as reasonably practical:

- Advertise and promote job opportunities within the City and defined local area.
- Engage with local employment brokerage services to advertise job opportunities.

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

1. Writing an ESP.
2. Notifying CoLC and job brokerage partners (as advised) of all on site and other suitable vacancies.
3. Attending regular meetings to monitor delivery against targets.

1.5 It is a contractual requirement in the s106 agreement on the {Developer/Contractor} to create an Employment and Skills Plan for their development.

1.6 The Employment and Skills Plan will set out how CoLC's benchmarked targets will be met over the duration of construction and requires formal approval by CoLC before implementation (i.e. before work starts on site).

1.7 CoLC's Code for Local Employment has been produced by CoLC, it provides the rationale and guidance on the ESP.

2. ABOUT THE DEVELOPMENT

The following sections can be used as a template for submitting your ESP.

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

3. METHODOLOGY

3.1 Delivery Method

Please provide a summary of the method for delivering the commitments through working with local organisations/providers (e.g. City of London Corporation Skills Policy Team, Central London Forward, Greater London Authority, job brokerage services in neighbouring boroughs, training providers, voluntary and community sector etc).

3.2 Mitigation and Managing Risk

Monitoring against targets in this plan will take place quarterly using CoLC's standard monitoring form. Should the Employment & Skills targets and programme be missed for two consecutive quarters a rectification meeting shall be held between the Project Manager/Director on the scheme and relevant responsible officer at CoLC to address concerns and appropriate strategies to achieve the required targets.

3.3 Employment Initiatives and Opportunities

Please describe your employment initiatives and the related opportunities in the construction/operational/end use phases resulting from each initiative.

3.4 Collaborating with City of London Corporation and partners in neighbourhood boroughs

Please describe how you will instruct your supply chain to ensure that vacancies are shared with the CoLC and its partners, such as the employment and job brokerage services of neighbouring boroughs. In addition, please describe how you plan to identify and prepare local residents for targeted employment opportunities.

3.5 Delivery of outputs and outcomes

Detail below how each of the agreed and benchmarked outputs and outcomes and additional local measures will be supervised what activities will be undertaken to deliver the benchmarks (please see Appendix 2 for the benchmarks and targets).

3.6 Phasing of delivery of benchmarked outputs & outcomes

Please include a timetable of phasing for delivering the commitments, on the basis of the template included at Appendix 2.

3.7 Work schedule and recruitment plan (breakdown by trade)

Please insert or append a Works Schedule and Recruitment Plan which outlines forecasted vacancies over the period of construction commencing with a breakdown by trade/occupation. The Works Schedule and Recruitment Plan should include the following information for each vacancy: date of recruitment; job title; length of position, number of roles; key duties.

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4. COMMITMENTS & DELIVERABLES

4.1 Adult Work Experience Placements

Definition: This target reflects and recognises the various opportunities for work experience. Work experience placements should be for a minimum of 5 working days.

Benchmark (please see table below in Appendix 2):	Project Target

4.2 Curriculum support activities

Definition: This target describes the delivery and/or support of construction specific activities aligned to a formal course of study or as delivery/participation in careers guidance and education (in school, FE or HE, private training provider). Examples include enabling students to understand the practical or theoretical application of their construction studies. Activities can be classroom led or on-site e.g. toolbox talks, site visits, workshops etc.

1 specific activity = 1 outcome

Benchmark (please see table below in Appendix 2):	Project Target

4.3 Apprenticeships and Local Employment

4.3a Existing Apprentices

Definition: This target measures the instances of local apprentices joining the project. Please note that this target is in addition to 'new apprentice starts'.

Benchmark (please see table below in Appendix 2):	Project Target
New apprentices:	
Local employment (FTE):	

4.3b New Apprenticeships and local employment

Definition: This target incorporates the following:

- Recruitment of apprentices (including shared apprentices and adult apprentices to the scheme workforce)
- Graduate entrants to construction including degree apprenticeships schemes, professional, management and technical roles
- Entry to employment sustained for a minimum of 26 weeks in employment opportunities resulting from the development by an unemployed or out of work resident of City of London or the defined local area.
- Local is defined as resident in the Central London sub-region, i.e. in the boroughs of in one of the from the following boroughs:

Camden, Hackney, Haringey, Islington, Southwark, Lambeth, Kensington & Chelsea, Lewisham, Tower Hamlets, Wandsworth, City of Westminster and the City of London

Benchmark (please see table below in Appendix 2):	Project Target

4.3c Apprentice Completions

Definition: This target describes completion of a formal apprenticeship framework incorporating either NVQ level 2, 3 or above by an individual employed in relation to the project by the main contractor or within the supply chain. The apprenticeship may have been started on another project and completed as a result of the project.

Benchmark (please see table below in Appendix 2):	Project Target

5. SUPPORT AVAILABLE

The City of London Corporation's Skills Policy Team will act as the primary point of contact in the first instance and can offer links and introduction to the employment support and job brokerage services

within the City’s neighbouring boroughs, or to any relevant initiatives that may from time to time be commissioned by the City, to support the delivery of this ESP.

For more information, please get in touch with:

Chris Oldham, Policy and Programme Manager
Skills Policy Team
Innovation & Growth
Chris.Oldham@cityoflondon.gov.uk

7. MONITORING ARRANGEMENTS

- 7.1 The developer will be required to provide a quarterly report on their progress.
- 7.2 This is to include an update of the ESP (Employment and Skills Plan) showing the achievements against each of the agreed Employment and Skills areas.
- 7.3 It will also include a qualitative report providing details of the various employment and skills activities delivered in the quarter.
- 7.4 The overall performance against the ESP will form part of an ongoing review and evaluation process. Evaluation will include:
 - a) a review of the contractor’s achievements against the original ESP
 - b) evidence of efforts made to achieve the goals, and
 - c) any additional value-added contribution that the contractor was able to deliver as an enhancement to the contract ESP.
- 7.5 This information will be used at the end of the development to make a formal assessment of whether contractual S106 obligations for employment and skills and local procurement have been discharged.

8. MAIN NAMED CONTACT

Name	
Position	
Telephone	
E-mail	
Address	

Additional Named Contact (if appropriate)

Name	
Position	
Telephone	
E-mail	
Address	

APPENDIX 1 SCHEDULE: EMPLOYMENT AND SKILLS PLAN

(To be appended/inserted by developer)

APPENDIX 2 BENCHMARKS AND TARGETS

Benchmarks are for guidance on the level of activity expected in relation to development size.

EMPLOYMENT & SKILLS AREA	£1m - 3.5m	£3.5 - 6m	£6m - 10m	£10 - 20m	£20 - 30m	£30m - 40m	£40m - 50m	£50m - 60m	£60m - 70m	£70m - 80m	£80m - 90m	£90m - 100m	£100m +
Work experience participants (benchmark)	3	5	7	9	11	13	16	18	19	20	20	21	21
Curriculum Support Activities (CSA) – number of events/sessions held (e.g. careers advice and guidance activity with schools, colleges or other education and training providers) (benchmark)	1	2	4	5	6	7	9	10	11	12	12	13	14
Apprenticeships and Local Employment (target)	One new local apprenticeship start or a job lasting at least 26 weeks for a local unemployed resident for every £3m of development value/project spend e.g. A project spend of £90m equates to 30 new apprentice starts or 30 local employment outcomes lasting 26 weeks (these targets can be mixed to achieve the same number of outcomes)												
Existing Apprentices employed on site (benchmark)	2	3	4	5	6	7	8	9	10	11	12	13	14

Apprenticeship completions on site	0	1	2	3	4	5	5	6	6	7	8	9	10
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APPENDIX 3 PROPOSED PHASING OF DELIVERY OF OUTPUTS & OUTCOMES

Project Start date: _____ Project End date: _____

	Year 1				Year 2				Year 3				Year 4				
EMPLOYMENT & SKILLS AREA	Q1	Q2	Q3	Q4	TOTAL												
Work experience participants																	
Curriculum Support Activities (No. of activities – please describe above)																	
Apprenticeship starts																	
Apprenticeship completions																	
Local Employment (excludes apprentices counted elsewhere on this form)																	
Existing Apprentices on site																	

All targets must apply solely to residents in the defined local area.
 Quarters: Q1 = Apr – Jun; Q2 Jul – Sep; Q3 Oct – Dec; Q4 Jan - Mar