

Employment and Skills Plan – Parcel R11 South Wokingham

Project and Contractor	Phase 2b of the South Wokingham Strategic Development Location Kier Property Developments Limited (Kier)		
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Reference	191068		
Build value	£66.5m		
NSAFC Benchmark	Band 10		
Planned start	Q3 2025	Planned completion	Approx. 4 years after project start
First Quarterly Review*	3 months after project start		

*An update meeting will be held every quarter between the Council and the E&S Coordinator to monitor progress

1. Project Outline

This Employment & Skills Plan is for Parcel R11 for the project which comprises of 343 residential units. Please find below a description;

“A reserved matters application (access, appearance, layout, scale and landscaping) for 343 dwellings and associated infrastructure (green, blue and highway).”

An illustrative masterplan which is subject to design development and change is contained overleaf.



2. Objectives of the Plan

Kier have prepared this Employment and Skills Plan in conjunction with the Employment and Skills Strategy prepared in respect of the Kier parcels within Phase 2b of the South Wokingham Strategic Development Location (March 2025) and the Wokingham Borough Council document; “Employment Skills Plan Guidance for Developers, Wokingham Borough Council – no revision”.

The guidance confirms the Local Authorities policy in respect of Employment and Skills as;

“Policy TB12: Employment Skills Plan

Proposals for major development should be accompanied by an Employment and Skills plan to show how the proposal accords opportunities for training, apprenticeship or other vocational initiatives to develop local employability skills required by developers, contractors or end users of the proposal.

Source: Wokingham Borough Managing Development Delivery Document

To properly prepare the Employment and Skills Plan, Wokingham’s guidance document confirms;

“3.2 Determining site specific outcomes for the ESP

The number of employment and training outcomes for the site specific ESP will be derived by applying the value of construction for the development to the benchmarks based on the NSAfC and set out below;

Outcomes	Bands									
	1	2	3	4	5	6	7	8	9	10
	£1-3.5m	£3.5 - 6m	£6 - 10m	£10 - 15m	£15 - 20m	£20 - 30m	£30 - 40m	£40 - 50m	£50 - 60m	£60 - 100
Community Skills Support – CSCS cards, school visits ect.	3	5	7	9	11	13	16	18	19	21
Apprenticeship starts	0	2	4	6	7	8	9	10	11	12
Jobs created	1	2	3	6	7	8	9	9	11	11

For the purposes of this development, South Wokingham Parcel R11 is identified as falling within band 10 and the appropriate KPIs will be included within the Plan.

Further information advised to be provided within the E&S Plan is included below;

3.3 Method Statement

Organisations are required to provide a Method Statement setting out how they would intend to deliver the ESP. The Method Statement should clearly set out the proposed approach for delivering skills development against the output categories covering the following areas:

- i. *who in the organisation will be responsible for managing the ESP*

Kier will be responsible for managing the ESP.

- ii. *which trades or occupational areas will be offering apprenticeship opportunities*

All trades and consultants employed on site will be approached to offer apprenticeship opportunities, these are likely to include, but will not be limited to;

- Demolition contractors
- Groundworkers
- Bricklayers
- Carpenters
- Plumbers
- Electricians
- Roofers
- Decorators
- Landscapers
- Architects
- Engineers
- Project Managers
- Cost Consultants
- Other Consultants; e.g. Land, Planning, Ecology, Drainage etc.
- Kier directly employed staff

iii. which types of apprenticeships will be offered

Kier will engage with local education establishments to identify the courses that are on offer and envisage these may include;

NVQ

BTEC

T-Levels

Degree courses

HNC & HND

iv. how the target outputs as set out in the Employment & Skills Plan will be delivered

Please see section 3 for the specific methodologies

v. how any health & safety issues will be managed

All construction work on site will be performed in conjunction with the Health and Safety Executive (HSE) directions and standards and industry best working practice. All new staff and operatives entering the site will be required to sign in on arrival and complete a site-specific induction which includes details of all activities taking place on site and their associated risks. On successful completion of the induction the new starter will be required to sign in and out every time they attend site. A Principal Designer and Principal Contractor will be appointed to comply with Construction Design Management (CDM) regulations. All inexperienced trainees and work experience students will be escorted on site by a suitably qualified and experienced staff member. Welfare facilities will be provided to meet the needs of all those who work on or visit the development. Personal Protective Equipment (PPE) will be a mandatory requirement in all construction areas and will consist of a minimum of hard hat, hi-visibility jacket or waistcoat and steel toe cap boots.

Where necessary, site-specific risk assessments will be completed for young persons or those with specific needs.

vi. what actions will be taken to ensure compliance by the trade contractors working on the project

The Kier trade contractor appointments will include specific requirements for them to engage with the Employment and Skills Plan and to work with Kier to deliver the E&S Plan. Where appropriate and market conditions allow, the appointment of trades will include their commitment to provide specified training, promote local employment or engage apprentices to be employed on the South Wokingham Parcel R11 Development.

vii. how compliance will be managed with respect to the Contractor's trade contractors

Kier's Employment and Skills Coordinator will attend site to meet with the Trade Supervisors and collate the information required to demonstrate compliance with the E&S Plan. It is proposed that Kier will attend a quarterly review with the LA to review the progression of the Key Performance Indicators agreed and to document progress in this regard.

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 public sector 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.

3. KPI Summary

KPI	Description	Target
1	Community Skills Support – CSCS cards, schools visits etc.	21
2	Apprenticeship starts	12
3	Jobs created	11

4. KPIs

KPI 1	Community Skills Support – CSCS cards, schools visits etc.			
	NSAfc Benchmark:	21	Agreed Target:	21
Activity	Some of the local educational institutions who will be invited to engage with the development are; Reading College Bracknell & Wokingham College Kier will contact local schools and colleges via the Local Authority to ensure opportunities are tailored to the local requirements at the time e.g. site visits, time capsules, in school workshops, construction videos, etc. Where face to face work experience cannot be provided due to local or national restrictions on travel and face to face 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 the obtaining of CSCS cards and further vocational training such as			

	SMETS, SSP, NEBOSH etc. Community skills support may include; • Site tours for students from local schools and colleges to gain experience of the various stages of construction projects • Presentations to students in schools and colleges • Raising awareness of careers in the construction industry • Attending local careers events, in consultation with Wokingham Borough Council • Providing support to local education establishments including equipment or careers advice
Partner/Contact	Reading College Careers Leader: Sally Cunningham 0800 612 6008 sally.cunningham@activatelearning.ac.uk Bracknell & Wokingham College Careers Leader: Sally Cunningham 0800 612 6008 sally.cunningham@activatelearning.ac.uk

KPI 2	Apprenticeship starts			
	NSAfC Benchmark:	12	Agreed Target:	12
Activity	Apprenticeships will be available in a variety of areas including; The building, crafts, and technical trades, as well as business administration. Kier will arrange for the Council's Construction Skills Broker to meet with or contact our supply chain, to provide support in providing candidates for apprenticeships. The CITB Apprenticeship Officer can also provide details of good candidates. Kier will also investigate the possibility of using Co-Train, a CITB affiliated shared apprenticeship organization, to provide apprenticeships.			
Partner/Contact	Construction Skills Broker; Elevate WBC The CITB Apprenticeship Officer Co-Train (shared apprenticeships agency) Job Centre Plus			

KPI 3	Jobs created			
	NSAFC Benchmark:	11	Agreed Target:	11
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 and their supply chain 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 or their representative will approach DWP, the Councils E&S Advisor and local job centres to understand if any applicants are seeking work in this trade within the local area. 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 will look to develop their existing people as a priority. Kier recognise the shift from on-site construction to off-site manufacturing and the increased involvement of the designers and engineers in creating sustainable products that can be manufactured in controlled conditions and delivered to site pre-formed. With this in mind it is anticipated that some of the new jobs, work experience and placement roles will be office based alongside architects, engineers, CAD technicians and other predominantly desk-based professions.			
Partner/Contact	Construction Skills Broker; Elevate WBC The CITB Apprenticeship Officer Co-Train (shared apprenticeships agency) Job Centre Plus			

**Appendix 1: Summary of CITB Key Performance Indicator Definitions
Renumbered to reflect WBC requirements**

KPI 1a: 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 1b: 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 1c: 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, SKIERTS & 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 2a: 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 2b: 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 3: 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

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

Employment and Skills Areas		Jul '25	Aug '25	Sep '25	Oct '25	Nov '25	Dec '25	Jan '26	Feb '26	Mar '26	Apr '26	May '26	Jun '26	Total
KPI 1	Community Skills Support – CSCS cards, schools visits etc.			1			1			1		1	1	3
(1a)	<i>KPI 1: Construction Careers Information, Advice and Guidance (CCIAG) Events. Key Industry Priority: Image and Recruitment</i>													
(1b)	<i>KPI 1b: Training Weeks on site. Key Industry Priority: Training and Development</i>													
(1c)	<i>KPI 1c: Qualifying the Workforce, Key Industry Priority: Training and Development</i>													
KPI 2	Apprenticeship starts						1						1	2
(2a)	<i>KPI 2a: Work Placements (In Education). Key Industry Priority: Image and Recruitment</i>													
(2b)	<i>KPI 2b: Work Placements (Not in Education). Key Industry Priority: Image and Recruitment</i>													
(2c)	<i>(Graduates)</i>													
KPI 3	Jobs created						1						1	2
(3)	<i>KPI 3: Jobs created by NSAfC projects (new entrants). Key Industry Priority: Image and Recruitment</i>													