

NATIONAL SKILLS ACADEMY FOR CONSTRUCTION (NSAfc)

GUIDANCE NOTES



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Introduction

As the construction industry evolves to meet the challenges of a rapidly changing world, it becomes increasingly important for stakeholders to adopt innovative approaches that not only enhance efficiency and productivity but also prioritise social responsibility and sustainability. The Project Based Approach (PBA) outlined in these guidance notes represents a significant step forward in this endeavour.

Since its inception in 2007, the PBA has guided clients, developers, contractors and their supply chains towards a shared vision of project delivery that not only meets the demands of today but also paves the way for a brighter, more sustainable future. With its roots in the National Skills Academy for Construction (NSAfc) programme, the PBA has continually evolved to address the changing needs and dynamics of the construction industry.

These guidance notes represent the culmination of years of collaboration, expertise, and dedication from a diverse array of stakeholders, including industry leaders, policymakers and training providers. They offer a comprehensive framework for implementing the PBA across various project types and sizes, providing clear guidance on key performance indicators (KPIs), benchmarks and best practices.

At its core, the PBA embodies the principles of collaboration, innovation and continuous improvement. By encouraging collaborating throughout the construction supply chain and promoting investment in skills development, the PBA not only enhances project outcomes but also fosters a culture of excellence and inclusivity within the industry.

As we navigate the complexities of the modern construction landscape, it is our collective responsibility to embrace initiatives like the PBA and leverage them to drive positive change. By adhering to the principles outlined in these guidance notes, we can ensure that the construction industry remains at the forefront of innovation, sustainability, and social responsibility.

▶ 1. Introduction, Purpose, Description of KPIs and Benefits



1.1. Introduction

The purpose of this Guidance is to ensure that clients, developers, contractors and their supply chains have a shared understanding of the purpose of the Project Based Approach (PBA) and how it can best be implemented.

Background

The Project Based Approach, commissioned by the **Construction Industry Training Board (CITB)**¹ in 2007, provides clients with confidence that their employment and skills requirements when procuring construction projects are proportionate and achievable. It also serves as a framework within which contractors can set some of their social value goals.

Based on the **National Skills Academy for Construction (NSAfC)** programme, the Guidance to the PBA was last revised in 2017. The Approach and Guidance have been updated to reflect changes in construction costs, methods, and the imperative to support the drive towards Net Zero.

A simplified approach

This revised Guidance simplifies the approach by omitting contractual and legal advice previously included for compliance with EU legislation. It also consolidates the client-led and contractor-led approaches into a single document. The client-led approach is designed for serial procurers who seek to have their organisation accredited by the NSAfC, while the contractor-led approach is for delivery-focused organisations seeking project-by-project accreditation.

Most of the KPIs will be familiar to existing users, although a new one has been added to reflect the need to develop green skills. The **Benchmarks for each KPI** have been suitably updated, and guidance provided on how the increasing use of Off-Site Manufacture is to be taken into account.

The Approach encourages collaboration throughout the construction supply chain from client, through developer and contractor to the smallest subcontractor. Its aim is to ensure the construction industry has skilled people where and when they're needed, so it can keep playing its pivotal role in building the world around us.

1.2. Purpose

The Project Based Approach helps clients develop an Employment Skills Plan (ESP) for construction projects that reflect the requirements of their Employment and Skills Strategies. At the same time, it provides a framework which can help contractors and developers meet the obligations relating to social value which may be imposed by clients, especially those in the public sector, or to which they might independently aspire.

The framework provides a set of KPIs and associated Benchmarks that depend on a project's type and size. They can be used from planning and procurement to the completion of construction.

1.3. Benefits

Governments, both national and local, have long recognised the need to promote the development of a skilled workforce sufficient for the country's needs. Not only does this lead to economic wellbeing, but it provides the means of satisfying personal aspirations and finding individual happiness.

1.3.1. Preparing for the future

Achieving the Benchmarks advocated in the PBA encourages construction clients and their supply chains to secure a future workforce that can meet future demands. It promotes investment in skills and collaboration between clients, their contractors and subcontractors. It supports everyone in satisfying their statutory obligations, but more importantly, it drives them to consider how they can maximise the social value of the projects they undertake.

1.3.2. Advantages for clients and developers

For clients and developers, commitment to the PBA can facilitate planning permissions. Commitment from developers may also increase their chances of obtaining the necessary finance, especially if a condition of funding is a demonstration of their willingness to maximise social value.

1.3.3. Opportunities for contractors

For contractors and their subcontractors, the PBA provides a formal structure which allows them to demonstrate their commitment to maximising social value through the employment, training and outreach opportunities they create. This will serve them well in a field where clients increasingly require their contractors to demonstrate their commitment to maximising social value.

▶ 1.4. Description of KPIs and Benchmarks

1.4.1. KPIs

The KPIs cover the following areas:

1. Work Experience Placements: Where an individual is given a meaningful insight into construction through hands-on work experience. Placements can be offered to those both inside and outside of education.

2. Jobs Started: The creation of new and sustainable job opportunities for new entrants into the sector who are required by the main contractor or subcontractor.

3. Construction Careers Information, Advice & Guidance Events: A formally structured activity which must be aimed at increasing awareness of the opportunities available in the industry.

4. Training Weeks on Site: The number of weeks of formal training undertaken by trainees/new entrants and upskilling working on a NSAfC project.

5. Qualifying the Workforce - (project-based workforce): The number of site-based individuals gaining a nationally recognised qualification equivalent to Level 2 or above.

6. Green Skills Training: The number of hours spent on green skills training by employees of the contractor and the contractor's supply chain.

7. Case Studies Approved: A promotional case study which describes either an example of best practice or a significant achievement on the NSAfC project.

Users familiar with the 2017 Guidance will note that the KPIs for "Training Plans" have been omitted, and the KPIs for "Qualifying the Workforce" are now aggregated into a single metric. The KPIs for Green Skills Training have been newly added. A list providing guidance on the sorts of courses that might qualify as green skills training is provided in Appendix A.

KPIs should be aligned with construction roles. Associated project roles will need to be approved by CITB.

1.4.2. Benchmarks

The Benchmarks are provided in Section 3 and cover the following project types:

New build projects:

1. Residential - public and private sector housing
2. Retail, sports, leisure, entertainment - theatres, restaurants, public swimming baths, works and buildings such as sports grounds, stadiums and racecourses etc.
3. Highways and roads
4. Infrastructure (excluding highways) - water, sewerage, electricity, gas, communications, air transport, railways and harbours
5. Factories and warehouses (including garages)
6. Education - schools, colleges and universities
7. Health - hospitals including medical schools, clinics and welfare centres
8. Offices and commercial
9. Regeneration – new build involving existing communities
10. Refurbishment/Decent Homes
11. Water supply and waste disposal
12. Off-site structures
13. Judicial – Courts, young offenders institutes and prisons.

Maintenance projects:

1. Housing repairs and maintenance
2. Non-housing repairs and maintenance
3. Highways:
 - Structural maintenance
 - Routine cyclical maintenance
 - Routine Structures
4. Courts, young offenders' institutes, and prisons refurbishment.

Benchmark value bands

For each KPI, different Benchmarks are provided for different sizes of project which are split into 13 value bands:

- £1m-£3.5m
- £3.5m-£6m
- £6m-£10m
- £10m-£15m
- £15m-£20m
- Then in £10m increments to £100m.

Benchmarks are provided for the two extremes and the mid-point of each band. In addition, CITB has developed a formula to calculate Benchmarks for projects larger than £100m and should be consulted in such cases. These value bands represent purely the cost of construction to the procuring organisation and specifically exclude the cost of land acquisition and any design fees.

Off-Site Manufacture

As Off-Site Manufacture becomes more common, clients and contractors may need to discuss and agree on how much of the contract value should include Off-Site Manufacture. If the agreed amount is higher than usual for the project type, it should be subtracted from the project value when determining the appropriate benchmark value band. This adjustment is necessary because the benchmarks are typically based on the values of traditionally procured projects.

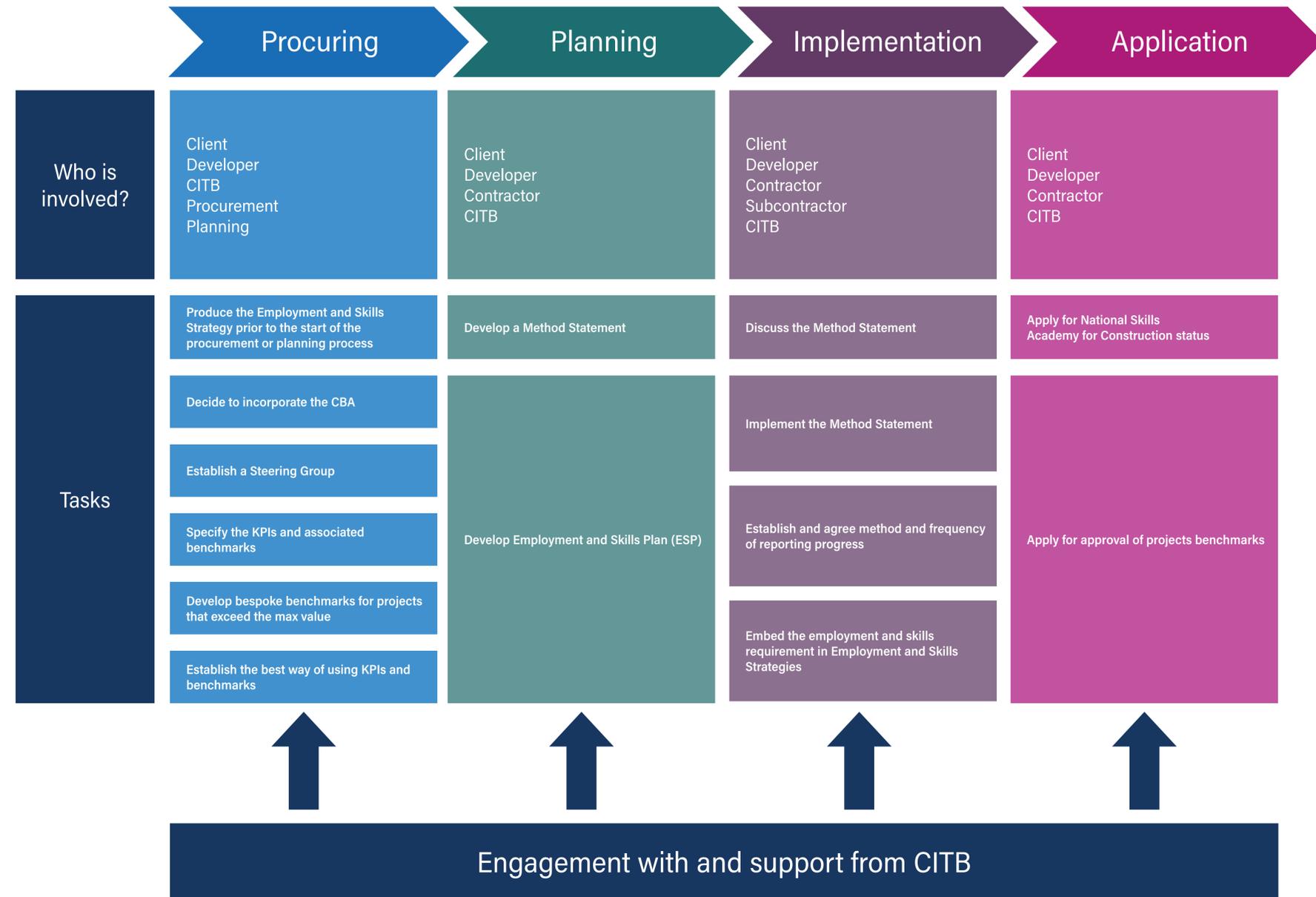
Appendix B provides further information on how the Benchmarks are to be interpreted and measured. The Benchmarks provide guidance on what should be achieved but are to be thought of as a minimum requirement rather than a stretch target.

▶ 2. Application



2.1. Overview

The flow chart below provides an overview of the end-to-end process and the main stakeholders involved. A more detailed explanation is provided in the following sections.



2.2. Procuring

2.2.1. Considering the Project Based Approach

Begin by determining whether the PBA will be integrated into the project from the start. CITB should be consulted at the start of the process to advise on how the KPIs and Benchmarks can best be used to further the objectives of the client and/or developer and/or contractor, as well as what funding may be available to support the implementation of the PBA. The decision to adopt the PBA will depend on, amongst other things, the commitment to social value and alignment with the client's Employment and Skills Strategy.

2.2.2. Establishing a Steering Group

If embedding a PBA into the project, a steering group comprising key stakeholders needs to be formed. Membership of this group should include the client and/or developer, the contractor, key members of the contractor's supply chain, a representative from the CITB and from other key stakeholders including local training providers, and the Department for Work and Pensions.

2.2.3 Incorporating the PBA

It will also be necessary to consider how the PBA is to be used (see Section 2.3) and build the requirements of the client and/or developer into the contract documents.

The client will need to specify:

- What KPIs and Benchmarks are to be met by the contractor and their supply chain
- The stages in which they'll be completed
- Any special facilities required to achieve the desired outcomes and their associated costs
- Support the contractor should expect from the client
- How and at what intervals progress is to be reported.

The contractor should be required to produce a method statement describing how the PBA is to be implemented. Finally, it is recommended that the contract documents emphasise the need for collaboration between the client and contractor; if not throughout the project's realisation, at least in the realisation of the PBA.

▶ 2.3. Planning

It has already been noted that the decision to incorporate the PBA should be made at the earliest opportunity, since its incorporation into the project can facilitate the project's passage through the pre-planning and planning application stages of project realisation.

The client will need to collaborate with the contractor and the contractor's supply chain at the earliest opportunity to discuss the contractor's method statement. This should show exactly how the contractor will achieve the Benchmarks, whether or not special facilities (e.g. meeting rooms) and/or staff (e.g. training manager) will be required on site, and how the contractor's supply chain will be motivated to make any necessary contribution to the achievement of the Benchmarks. It will also be necessary to discuss with the contractor the extent to which over-performance against one KPI can offset under-performance in another.

A schedule, sometimes called an Employment and Skills Plan, should be drawn up showing how the Benchmarks will be progressively achieved as the project unfolds. A template for the Employment and Skills Plan is provided in Appendix C.

Throughout the process, there should be an emphasis on collaboration between the client and the contractor, both of whom may wish to draw on the expertise of the CITB.

2.4. Implementation

Again, it is emphasised that the PBA works best when CITB's support is enlisted from the outset. The client and contractor should ensure through discussion that they have a shared understanding of how the Approach will be implemented and what the required outcomes are. The contractor should establish the necessary facilities as soon as work starts on site, and report on progress against the agreed programme at the intervals specified in the contract documents.

It may well be that, notwithstanding any flexibility allowed under the contract, the contractor under-performs against some KPIs. This could be attributed to the contractor not being in control of all the variables, such as the number of young people expressing an interest in becoming apprentices, or the availability of suitable, local training courses.

In such circumstances, it is recommended that under-performance in one KPI should be offset against over-performance in another. The outcomes should be interpreted flexibly in light of all the circumstances that might affect the contractor's ability to deliver the agreed outcomes.

▶ 2.5. Application

A client or contractor may wish to use this guidance as an end-to-end process to embed the employment and skills requirements into its strategies, procurement and implementation may apply for National Skills Academy for Construction status. In order to receive National Skills Academy for Construction accreditation and permission to use the brand, a successful submission must be made to CITB with supporting evidence on how the framework will be implemented.

Each project will need to apply for approval of Benchmarks

CITB's staff can provide further details about the application process.

▶ 3. Benchmarks



Benchmarks for Residential Projects

KPI	Band 1 £1-3.5m			Band 2 £3.5-6m			Band 3 £6-10m			Band 4 £10-15m			Band 5 £15-20m			Band 6 £20-30m			Band 7 £30-40m			Band 8 £40-50m			Band 9 £50-60m			Band 10 £60-70m			Band 11 £70-80m			Band 12 £80-90m			Band 13 £90-100m		
	£1m	£2.25m	£3.5m	£4.75m	£6m	£8m	£10m	£12.5m	£15m	£17.5m	£20m	£25m	£30m	£35m	£40m	£45m	£50m	£55m	£60m	£65m	£70m	£75m	£80m	£85m	£90m	£95m	£100m												
	Work Placements (people)	1	2	3	3	4	4	5	6	7	8	8	9	10	11	12	12	13	13	13	14	14	14	14	15	15	15	15											
Jobs created (number)	0	1	1	2	3	4	5	7	7	8	8	9	10	10	10	11	11	12	13	13	13	14	14	15	15	16	16												
CCIAG events (number)	0	1	2	2	3	4	4	5	6	6	6	7	8	9	10	10	11	11	12	12	12	12	13	13	14	14	15												
Training weeks on site (weeks)	n/a	26	41	55	70	93	117	146	175	204	233	292	350	409	467	525	584	642	701	759	843	926	960	993	1,051	1,110	1,168												
Qualifying the Workforce (Qualification /certification achieved)	1	4	4	5	7	9	10	11	12	13	15	16	17	18	20	20	21	22	23	24	25	25	27	28	28	28	28												
Qualifications gained (equiv. NVQ2 and above)	0	1	1	1	2	3	4	4	5	6	7	7	8	9	10	10	11	11	12	12	13	13	14	15	15	15	15												
Industry certification gained	1	3	3	4	5	6	6	7	7	7	8	9	9	9	10	10	10	11	11	12	12	12	13	13	13	13	13												
Green Skills training – (person-hours)	38	85	132	180	227	303	378	473	568	662	757	946	1,135	1,324	1,514	1,703	1,892	2,081	2,270	2,459	2,649	2,838	3,027	3,216	3,405	3,595	3,784												
Case studies	Project Specific – to be agreed pre-approval																																						

Further information about interpreting and measuring the KPIs and Benchmarks is provided in Appendix B

Benchmarks for Highways projects

KPI	Band 2 £3.5-6m				Band 3 £6-10m				Band 4 £10-15m				Band 5 £15-20m				Band 6 £20-30m				Band 7 £30-40m				Band 8 £40-50m				Band 9 £50-60m				Band 10 £60-70m				Band 11 £70-80m				Band 12 £80-90m				Band 13 £90-100m			
	Band 1 £1-3.5m																																															
	£1m	£2.25m	£3.5m	£4.75m	£6m	£8m	£10m	£12.5m	£15m	£17.5m	£20m	£25m	£30m	£35m	£40m	£45m	£50m	£55m	£60m	£65m	£70m	£75m	£80m	£85m	£90m	£95m	£100m																					
Work Placements (people)	0	0	1	2	2	2	2	2	2	2	3	3	4	4	4	4	4	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5														
Jobs created (number)	0	0	1	2	2	3	4	4	5	6	6	6	6	7	7	7	8	9	10	11	11	11	11	11	11	11	11	11	11	11	11	11	12															
CCIAG events (number)	0	0	1	1	1	2	2	2	3	3	3	3	4	4	5	5	5	5	5	5	5	5	6	6	6	6	6	6	6	6	6	6																
Training weeks on site (weeks)	7	17	27	37	46	62	77	96	115	135	154	192	231	269	308	346	384	423	461	500	538	577	615	654	693	731	770																					
Qualifying the Workforce (Qualification /certification achieved)	3	4	5	6	6	8	10	10	12	12	13	15	16	16	18	18	20	20	22	23	23	23	24	25	25	26	27																					
<i>Qualifications gained (equiv. NVQ2 and above)</i>	1	1	1	1	1	2	3	3	4	4	4	5	6	6	7	7	8	8	9	9	9	9	9	10	10	11	11																					
<i>Industry certification gained</i>	2	3	4	5	5	6	7	7	8	8	9	10	10	10	11	11	12	12	13	14	14	14	15	15	15	15	16																					
Green Skills training – (person-hours)	32	73	113	153	194	258	323	404	484	565	646	807	969	1,130	1,292	1,453	1,615	1,776	1,938	2,099	2,260	2,422	2,583	2,745	2,906	3,068	3,229																					
Case studies	Project Specific – to be agreed pre-approval																																															

Benchmarks for Factories projects

KPI	Band 2 £3.5-6m				Band 3 £6-10m				Band 4 £10-15m				Band 5 £15-20m				Band 6 £20-30m				Band 7 £30-40m				Band 8 £40-50m				Band 9 £50-60m				Band 10 £60-70m				Band 11 £70-80m				Band 12 £80-90m				Band 13 £90-100m			
	Band 1 £1-3.5m																																															
	£1m	£2.25m	£3.5m	£4.75m	£6m	£8m	£10m	£12.5m	£15m	£17.5m	£20m	£25m	£30m	£35m	£40m	£45m	£50m	£55m	£60m	£65m	£70m	£75m	£80m	£85m	£90m	£95m	£100m	£100m	£100m	£100m	£100m																	
Work Placements (people)	0	0	0	1	1	1	1	1	1	1	1	1	1	1	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2														
Jobs created (number)	0	0	1	1	2	2	3	4	4	4	4	4	5	6	6	6	6	7	7	7	8	8	8	8	8	8	9	9	9	9	9	9	9															
CCIAG events (number)	0	0	1	1	1	2	2	2	3	3	3	3	4	4	5	5	5	5	5	5	5	5	6	6	6	6	6	6	6	6	6	6	6															
Training weeks on site (weeks)	4	9	14	19	24	32	41	51	61	72	82	103	123	143	164	184	205	226	246	266	287	308	328	348	369	390	410	410	410	410	410	410	410															
Qualifying the Workforce (Qualification/certification achieved)	2	3	4	5	5	6	8	9	9	11	11	12	13	14	15	17	17	17	18	18	18	18	19	21	21	21	21	21	21	21	21	21	21															
<i>Qualifications gained (equiv. NVQ2 and above)</i>	1	1	1	1	1	2	3	3	3	4	4	4	5	6	6	7	7	7	8	8	8	8	8	9	9	9	9	9	9	9	9	9	9															
<i>Industry certification gained</i>	1	2	3	4	4	4	5	6	6	7	7	8	8	8	9	10	10	10	10	10	10	10	10	11	12	12	12	12	12	12	12	12	12															
Green Skills training – (person-hours)	62	141	219	297	375	500	625	781	937	1,093	1,249	1,562	1,874	2,186	2,499	2,811	3,123	3,436	3,748	4,060	4,373	4,685	4,997	5,310	5,622	5,934	6,247	6,247	6,247	6,247	6,247	6,247																
Case studies	Project Specific – to be agreed pre-approval																																															

Benchmarks for Education projects

KPI	Band 2 £3.5-6m				Band 3 £6-10m				Band 4 £10-15m				Band 5 £15-20m				Band 6 £20-30m				Band 7 £30-40m				Band 8 £40-50m				Band 9 £50-60m				Band 10 £60-70m				Band 11 £70-80m				Band 12 £80-90m				Band 13 £90-100m			
	Band 1 £1-3.5m																																															
	£1m	£2.25m	£3.5m	£4.75m	£6m	£8m	£10m	£12.5m	£15m	£17.5m	£20m	£25m	£30m	£35m	£40m	£45m	£50m	£55m	£60m	£65m	£70m	£75m	£80m	£85m	£90m	£95m	£100m																					
Work Placements (people)	2	3	4	5	6	7	8	10	11	13	13	15	16	18	19	20	20	21	21	22	22	22	23	23	23	23	23																					
Jobs created (number)	0	1	2	3	3	4	5	7	8	8	8	9	10	10	11	11	12	13	14	14	14	14	15	15	16	16	17																					
CCIAG events (number)	0	1	2	2	3	5	5	6	7	7	7	8	10	11	12	12	13	13	14	14	14	14	15	16	17	17	18																					
Training weeks on site (weeks)	14	32	51	69	87	116	145	181	218	255	291	363	436	509	582	654	727	800	872	945	1,018	1,090	1,163	1,236	1,308	1,381	1,454																					
Qualifying the Workforce (Qualification /certification achieved)	3	5	5	6	8	11	13	15	16	17	18	21	22	23	25	26	27	28	30	30	31	32	35	36	37	37	38																					
Qualifications gained (equiv. NVQ2 and above)	0	1	1	1	2	4	5	6	7	7	8	9	10	11	12	13	13	14	15	15	16	17	18	18	19	19	20																					
Industry certification gained	3	4	4	5	6	7	8	9	9	10	10	12	12	12	13	13	14	14	15	15	15	15	17	18	18	18	18																					
Green Skills training – (person-hours)	62	141	219	297	375	500	625	781	937	1,093	1,249	1,562	1,874	2,186	2,499	2,811	3,123	3,436	3,748	4,060	4,373	4,685	4,997	5,310	5,622	5,934	6,247																					
Case studies	Project Specific – to be agreed pre-approval																																															

Benchmarks for Health projects

KPI	Band 2 £3.5-6m			Band 3 £6-10m				Band 4 £10-15m				Band 5 £15-20m				Band 6 £20-30m				Band 7 £30-40m				Band 8 £40-50m				Band 9 £50-60m				Band 10 £60-70m				Band 11 £70-80m				Band 12 £80-90m				Band 13 £90-100m			
	£1m	£2.25m	£3.5m	£4.75m	£6m	£8m	£10m	£12.5m	£15m	£17.5m	£20m	£25m	£30m	£35m	£40m	£45m	£50m	£55m	£60m	£65m	£70m	£75m	£80m	£85m	£90m	£95m	£100m	£105m	£110m	£115m	£120m	£125m	£130m	£135m	£140m												
	Work Placements (people)	0	1	2	3	3	4	4	4	6	7	7	7	8	9	9	10	10	10	10	11	11	11	11	12	12	12	12	12	12	12	12	12	12	12	12	12										
Jobs created (number)	0	0	1	1	2	3	4	6	6	6	6	7	8	8	8	9	10	10	10	10	11	12	12	12	12	13	13	13	13	13	13	13	13	13	13	13											
CCIAG events (number)	0	1	2	2	2	3	3	4	5	5	5	6	7	8	9	9	9	9	10	10	10	10	11	11	12	12	13	13	13	13	13	13	13	13	13	13											
Training weeks on site (weeks)	0	32	51	69	87	116	145	181	218	255	291	363	436	509	582	654	727	800	872	945	1,018	1,090	1,163	1,236	1,308	1,381	1,454	1,527	1,600	1,673	1,746	1,819	1,892	1,965	2,038	2,111											
Qualifying the Workforce (Qualification /certification achieved)	0	5	5	6	8	9	11	13	13	15	15	18	19	20	21	22	23	24	25	26	26	27	29	31	31	31	32	32	32	32	32	32	32	32	32	32											
Qualifications gained (equiv. NVQ2 and above)	0	1	1	1	2	2	3	4	4	5	5	6	7	8	8	9	9	10	10	11	11	12	12	13	13	13	14	14	14	14	14	14	14	14	14	14	14										
Industry certification gained	0	4	4	5	6	7	8	9	9	10	10	12	12	12	13	13	14	14	15	15	15	15	17	18	18	18	18	18	18	18	18	18	18	18	18	18											
Green Skills training – (person-hours)	62	141	219	297	375	500	625	781	937	1,093	1,249	1,562	1,874	2,186	2,499	2,811	3,123	3,436	3,748	4,060	4,373	4,685	4,997	5,310	5,622	5,934	6,247	6,559	6,871	7,183	7,495	7,807	8,119	8,431	8,743												
Case studies	Project Specific – to be agreed pre-approval																																														

Benchmarks for Offices projects

KPI	Band 2 £3.5-6m				Band 3 £6-10m				Band 4 £10-15m				Band 5 £15-20m				Band 6 £20-30m				Band 7 £30-40m				Band 8 £40-50m				Band 9 £50-60m				Band 10 £60-70m				Band 11 £70-80m				Band 12 £80-90m				Band 13 £90-100m			
	Band 1 £1-3.5m																																															
	£1m	£2.25m	£3.5m	£4.75m	£6m	£8m	£10m	£12.5m	£15m	£17.5m	£20m	£25m	£30m	£35m	£40m	£45m	£50m	£55m	£60m	£65m	£70m	£75m	£80m	£85m	£90m	£95m	£100m																					
Work Placements (people)	0	1	1	1	1	1	2	3	3	3	3	4	4	5	5	5	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6												
Jobs created (number)	0	0	1	1	2	3	4	5	5	5	6	7	7	7	8	8	8	8	8	8	9	10	10	10	10	10	10	10	10	10	10	10	10	10	11													
CCIAG events (number)	0	1	1	1	1	2	2	3	4	4	4	4	5	5	6	6	7	7	7	7	7	7	8	8	8	8	8	8	8	8	8	8	8	8	8													
Training weeks on site (weeks)	14	32	51	69	87	116	145	181	218	255	291	363	436	509	582	654	727	800	872	945	1,018	1,090	1,163	1,236	1,308	1,381	1,454																					
Qualifying the Workforce (Qualification /certification achieved)	4	5	6	7	7	9	11	12	13	14	15	17	18	19	20	20	21	21	23	24	24	25	27	28	29	29	29																					
Qualifications gained (equiv. NVQ2 and above)	1	1	1	1	1	2	3	3	4	4	5	5	6	7	7	7	7	7	8	9	9	10	10	10	11	11	11																					
Industry certification gained	3	4	5	6	6	7	8	9	9	10	10	12	12	12	13	13	14	14	15	15	15	15	17	18	18	18	18																					
Green Skills training – (person-hours)	62	141	219	297	375	500	625	781	937	1,093	1,249	1,562	1,874	2,186	2,499	2,811	3,123	3,436	3,748	4,060	4,373	4,685	4,997	5,310	5,622	5,934	6,247																					
Case studies	Project Specific – to be agreed pre-approval																																															

Benchmarks for Regeneration projects

KPI	Band 2 £3.5-6m				Band 3 £6-10m				Band 4 £10-15m				Band 5 £15-20m				Band 6 £20-30m				Band 7 £30-40m				Band 8 £40-50m				Band 9 £50-60m				Band 10 £60-70m				Band 11 £70-80m				Band 12 £80-90m				Band 13 £90-100m			
	£1m	£2.25m	£3.5m	£4.75m	£6m	£8m	£10m	£12.5m	£15m	£17.5m	£20m	£25m	£30m	£35m	£40m	£45m	£50m	£55m	£60m	£65m	£70m	£75m	£80m	£85m	£90m	£95m	£100m																					
	Work Placements (people)	2	3	4	5	6	7	8	10	11	13	13	15	16	18	19	20	20	21	21	22	22	22	23	23	23	23	23																				
Jobs created (number)	0	1	2	4	5	7	8	10	11	12	13	14	15	15	16	17	18	20	20	21	22	23	23	24	24	25	26																					
CCIAG events (number)	0	1	2	3	4	5	5	6	7	8	8	9	10	11	12	13	14	14	15	15	15	15	16	16	17	18	19																					
Training weeks on site (weeks)	14	32	51	69	87	116	145	181	218	255	291	363	436	509	582	654	727	800	872	945	1,018	1,090	1,163	1,236	1,308	1,381	1,454																					
Qualifying the Workforce (Qualification /certification achieved)	3	5	6	8	10	12	14	17	18	20	21	24	26	27	28	29	31	33	34	36	37	38	40	43	43	44	44																					
Qualifications gained (equiv. NVQ2 and above)	0	1	1	2	3	4	5	7	8	10	10	11	13	14	15	15	17	18	18	19	20	21	22	23	23	24	24																					
Industry certification gained	3	4	5	6	7	8	9	10	10	10	11	13	13	13	13	14	14	15	16	17	17	17	18	20	20	20	20																					
Green Skillstraining = (person-hours)	62	141	219	297	375	500	625	781	937	1,093	1,249	1,562	1,874	2,186	2,499	2,811	3,123	3,436	3,748	4,060	4,373	4,685	4,997	5,310	5,622	5,934	6,247																					
Case studies	Project Specific – to be agreed pre-approval																																															

Benchmarks for Refurbishment/Decent Homes projects

KPI	Band 1 £1-3.5m			Band 2 £3.5-6m			Band 3 £6-10m			Band 4 £10-15m			Band 5 £15-20m			Band 6 £20-30m			Band 7 £30-40m			Band 8 £40-50m			Band 9 £50-60m			Band 10 £60-70m			Band 11 £70-80m			Band 12 £80-90m			Band 13 £90-100m		
	£1m	£2.25m	£3.5m	£4.75m	£6m	£8m	£10m	£12.5m	£15m	£17.5m	£20m	£25m	£30m	£35m	£40m	£45m	£50m	£55m	£60m	£65m	£70m	£75m	£80m	£85m	£90m	£95m	£100m												
	Work Placements (people)	1	1	2	2	3	3	4	4	5	6	6	6	7	7	8	9	9	9	9	10	10	10	10	11	11	11	11											
Jobs created (number)	0	1	2	2	3	4	5	7	7	8	8	9	10	10	11	11	12	12	12	12	13	14	14	14	15	16	16												
CCIAG events (number)	0	1	2	2	3	4	4	5	6	6	6	7	8	9	10	10	11	11	12	12	12	12	13	13	14	14	15												
Training weeks on site (weeks)	12	28	43	59	75	99	131	171	194	217	248	311	373	435	497	560	622	684	746	808	870	933	995	1,057	1,119	1,181	1,243												
Qualifying the Workforce (Qualification/certification achieved)	3	3	4	5	5	7	9	10	11	12	13	15	16	16	16	17	18	20	20	20	21	22	23	24	24	25	25												
Qualifications gained (equiv. NVQ2 and above)	1	1	1	1	1	2	3	4	4	5	5	6	7	7	7	7	8	9	9	9	10	11	11	11	11	12	12												
Industry certification gained	2	2	3	4	4	5	6	6	7	7	8	9	9	9	9	10	10	11	11	11	11	11	12	13	13	13	13												
Green Skills training – (person-hours)	50	112	175	237	299	399	499	624	748	873	998	1,247	1,496	1,746	1,995	2,245	2,494	2,743	2,993	3,242	3,492	3,741	3,991	4,240	4,489	4,739	4,988												
Case studies	Project Specific – to be agreed pre-approval																																						

Benchmarks for Off-site structures projects

KPI	Band 2 £3.5-6m				Band 4 £10-15m				Band 6 £20-30m				Band 8 £40-50m				Band 10 £60-70m				Band 12 £80-90m							
	Band 1 £1-3.5m			£4.75m	Band 3 £6-10m			£12.5m	Band 5 £15-20m			£25m	Band 7 £30-40m			£45m	Band 9 £50-60m			£65m	Band 11 £70-80m			£85m	Band 13 £90-100m			
	£1m	£2.25m	£3.5m		£6m	£8m	£10m		£15m	£17.5m	£20m		£30m	£35m	£40m		£50m	£55m	£60m		£70m	£75m	£80m		£90m	£95m	£100m	
Work Placements (people)	0	1	1	1	1	1	1	2	2	2	2	3	3	3	3	3	4	4	4	4	4	4	4	4	4	4	4	
Jobs created (number)	0	0	1	1	1	2	2	3	3	3	3	3	4	4	4	4	5	5	5	6	6	6	6	6	6	7	7	
CCIAG events (number)	0	1	1	1	2	3	3	4	4	4	4	5	6	6	7	7	8	8	8	8	8	8	9	9	10	10	11	
Training weeks on site (weeks)	12	27	41	56	71	94	118	147	177	206	236	295	354	413	472	531	590	649	708	767	826	884	943	1,002	1,061	1,120	1,179	
Qualifying the Workforce (Qualification /certification achieved)	2	2	2	2	3	4	4	4	4	5	5	6	6	7	7	8	8	9	9	9	10	10	10	10	12	12	12	12
<i>Qualifications gained (equiv. NVQ2 and above)</i>	1	1	1	1	1	2	2	2	2	3	3	3	3	4	4	4	4	5	5	5	6	6	6	6	7	7	7	7
<i>Industry certification gained</i>	1	1	1	1	2	2	2	2	2	2	3	3	3	3	4	4	4	4	4	4	4	4	4	5	5	5	5	
Green Skills training – (person-hours)	38	85	132	180	227	303	378	473	568	662	757	946	1,135	1,324	1,514	1,703	1,892	2,081	2,270	2,459	2,649	2,838	3,027	3,216	3,405	3,595	3,784	
Case studies	Project Specific – to be agreed pre-approval																											

Benchmarks for Courts - new build projects

KPI	Band 1 £1-3.5m			Band 2 £3.5-6m			Band 3 £6-10m			Band 4 £10-15m			Band 5 £15-20m			Band 6 £20-30m			Band 7 £30-40m			Band 8 £40-50m			Band 9 £50-60m			Band 10 £60-70m			Band 11 £70-80m			Band 12 £80-90m			Band 13 £90-100m		
	£1m	£2.25m	£3.5m	£4.75m	£6m	£8m	£10m	£12.5m	£15m	£17.5m	£20m	£25m	£30m	£35m	£40m	£45m	£50m	£55m	£60m	£65m	£70m	£75m	£80m	£85m	£90m	£95m	£100m												
	Work Placements (people)	2	3	4	5	6	7	8	9	10	11	12	13	14	15	17	18	18	18	19	20	20	20	20	21	21	21	21											
Jobs created (number)	0	1	2	3	3	4	5	7	8	8	8	9	10	10	11	11	12	13	14	14	14	14	15	15	16	16	17												
CCIAG events (number)	0	1	2	2	3	4	4	5	6	6	6	7	8	9	10	10	11	11	12	12	12	12	13	13	14	14	15												
Training weeks on site (weeks)	14	32	51	69	87	116	145	181	218	255	291	363	436	509	582	654	727	800	872	945	1,018	1,090	1,163	1,236	1,308	1,381	1,454												
Qualifying the Workforce (Qualification /certification achieved)	3	5	5	5	8	10	12	14	15	17	17	20	20	21	23	25	26	26	27	29	30	30	33	35	35	36	36												
Qualifications gained (equiv. NVQ2 and above)	0	1	1	1	2	3	4	5	6	7	7	8	9	10	11	12	13	13	14	15	15	15	16	17	17	18	18												
Industry certification gained	3	4	4	4	6	7	8	9	9	10	10	12	11	11	12	13	13	13	13	14	15	15	17	18	18	18	18												
Green Skills training – (person-hours)	62	141	219	297	375	500	625	781	937	1,093	1,249	1,562	1,874	2,186	2,499	2,811	3,123	3,436	3,748	4,060	4,373	4,685	4,997	5,310	5,622	5,934	6,247												
Case studies	Project Specific – to be agreed pre-approval																																						

Benchmarks for Young Offenders - new build projects

KPI	Band 1 £1-3.5m			Band 2 £3.5-6m			Band 3 £6-10m			Band 4 £10-15m			Band 5 £15-20m			Band 6 £20-30m			Band 7 £30-40m			Band 8 £40-50m			Band 9 £50-60m			Band 10 £60-70m			Band 11 £70-80m			Band 12 £80-90m			Band 13 £90-100m		
	£1m	£2.25m	£3.5m	£4.75m	£6m	£8m	£10m	£12.5m	£15m	£17.5m	£20m	£25m	£30m	£35m	£40m	£45m	£50m	£55m	£60m	£65m	£70m	£75m	£80m	£85m	£90m	£95m	£100m												
	Work Placements (people)	1	2	3	4	4	4	5	6	7	7	8	9	10	10	11	12	12	13	13	13	13	13	14	14	14	14	14											
Jobs created (number)	0	1	1	2	3	4	5	7	7	7	8	9	9	10	10	10	11	13	13	13	13	13	14	15	15	15	16												
CCIAG events (number)	0	1	1	1	1	2	2	3	4	4	4	4	5	5	6	6	7	7	7	7	7	7	8	8	8	8	8												
Training weeks on site (weeks)	14	32	51	69	87	116	145	181	218	255	291	363	436	509	582	654	727	800	872	945	1,018	1,090	1,163	1,236	1,308	1,381	1,454												
Qualifying the Workforce (Qualification /certification achieved)	3	5	5	6	8	10	12	14	15	17	17	20	21	22	24	24	26	27	28	29	30	30	33	35	35	36	36												
Qualifications gained (equiv. NVQ2 and above)	0	1	1	1	2	3	4	5	6	7	7	8	9	10	11	11	12	13	13	14	15	15	16	17	17	18	18												
Industry certification gained	3	4	4	5	6	7	8	9	9	10	10	12	12	12	13	13	14	14	15	15	15	15	17	18	18	18	18												
Green Skills training – (person-hours)	62	141	219	297	375	500	625	781	937	1,093	1,249	1,562	1,874	2,186	2,499	2,811	3,123	3,436	3,748	4,060	4,373	4,685	4,997	5,310	5,622	5,934	6,247												
Case studies	Project Specific – to be agreed pre-approval																																						

Benchmarks for Prisons - new build projects

KPI	Band 1 £1-3.5m			Band 2 £3.5-6m			Band 3 £6-10m			Band 4 £10-15m			Band 5 £15-20m			Band 6 £20-30m			Band 7 £30-40m			Band 8 £40-50m			Band 9 £50-60m			Band 10 £60-70m			Band 11 £70-80m			Band 12 £80-90m			Band 13 £90-100m		
	£1m	£2.25m	£3.5m	£4.75m	£6m	£8m	£10m	£12.5m	£15m	£17.5m	£20m	£25m	£30m	£35m	£40m	£45m	£50m	£55m	£60m	£65m	£70m	£75m	£80m	£85m	£90m	£95m	£100m												
	Work Placements (people)	1	1	2	3	4	4	5	5	6	7	7	7	8	10	10	10	11	11	11	12	12	12	12	13	13	13	13											
Jobs created (number)	0	1	1	2	2	3	4	6	6	7	7	8	8	9	9	10	11	12	12	12	12	13	13	13	14	14	14												
CCIAG events (number)	0	1	1	1	1	2	2	3	3	3	3	4	5	5	5	5	6	6	6	6	6	6	7	7	7	7	7												
Training weeks on site (weeks)	14	32	51	69	87	116	145	181	218	255	291	363	436	509	582	654	727	800	872	945	1,018	1,090	1,163	1,236	1,308	1,381	1,454												
Qualifying the Workforce (Qualification /certification achieved)	3	5	5	6	8	10	12	13	15	17	17	19	20	22	23	24	26	27	28	29	29	30	32	34	35	35	35												
Qualifications gained (equiv. NVQ2 and above)	0	1	1	1	2	3	4	4	6	7	7	7	8	10	10	11	12	13	13	14	14	15	15	16	17	17	17												
Industry certification gained	3	4	4	5	6	7	8	9	9	10	10	12	12	12	13	13	14	14	15	15	15	15	17	18	18	18	18												
Green Skills training – (person-hours)	62	141	219	297	375	500	625	781	937	1,093	1,249	1,562	1,874	2,186	2,499	2,811	3,123	3,436	3,748	4,060	4,373	4,685	4,997	5,310	5,622	5,934	6,247												
Case studies	Project Specific – to be agreed pre-approval																																						

Benchmarks for Housing repairs and maintenance projects

KPI	Band 1 £1-3.5m			Band 2 £3.5-6m			Band 3 £6-10m			Band 4 £10-15m			Band 5 £15-20m			Band 6 £20-30m			Band 7 £30-40m			Band 8 £40-50m			Band 9 £50-60m			Band 10 £60-70m			Band 11 £70-80m			Band 12 £80-90m			Band 13 £90-100m		
	£1m	£2.25m	£3.5m	£4.75m	£6m	£8m	£10m	£12.5m	£15m	£17.5m	£20m	£25m	£30m	£35m	£40m	£45m	£50m	£55m	£60m	£65m	£70m	£75m	£80m	£85m	£90m	£95m	£100m												
	Work Placements (people)	2	2	2	2	3	4	5	6	6	6	7	7	9	10	10	11	11	11	11	12	12	12	12	12	12	12	12	12	12	12	12	12	12					
Jobs created (number)	0	0	1	2	2	2	4	5	5	5	5	6	6	7	7	7	8	8	8	9	9	9	10	10	10	11	11	11	11	11	11	11							
CCIAG events (number)	0	1	2	2	3	4	4	5	6	6	6	7	8	9	10	10	11	11	12	12	12	12	13	13	14	14	14	14	14	14	14								
Training weeks on site (weeks)	12	28	43	59	75	99	131	171	194	217	248	311	373	435	497	560	622	684	746	808	870	933	995	1,057	1,119	1,181	1,243	1,305	1,367	1,429	1,491								
Qualifying the Workforce (Qualification /certification achieved)	1	1	1	2	2	4	4	4	6	6	6	8	8	8	9	10	10	10	10	10	11	11	11	12	12	12	12	12	12	12	12								
Qualifications gained (equiv. NVQ2 and above)	0	0	0	1	1	2	2	2	3	3	3	4	4	4	5	6	6	6	6	6	7	7	7	7	7	7	7	7	7	7	7								
Industry certification gained	1	1	1	1	1	2	2	2	3	3	3	4	4	4	4	4	4	4	4	4	4	4	4	5	5	5	5	5	5	5	5								
Green Skills training – (person-hours)	50	112	175	237	299	399	499	624	748	873	998	1,247	1,496	1,746	1,995	2,245	2,494	2,743	2,993	3,242	3,492	3,741	3,991	4,240	4,489	4,739	4,988	5,237	5,486	5,735	5,984								
Case studies	Project Specific – to be agreed pre-approval																																						

Benchmarks for Non-housing repairs and maintenance projects

KPI	Band 2 £3.5-6m				Band 4 £10-15m				Band 6 £20-30m				Band 8 £40-50m				Band 10 £60-70m				Band 12 £80-90m							
	Band 1 £1-3.5m			£4.75m	Band 3 £6-10m			£12.5m	Band 5 £15-20m			£25m	Band 7 £30-40m			£45m	Band 9 £50-60m			£65m	Band 11 £70-80m			£85m	Band 13 £90-100m			
	£1m	£2.25m	£3.5m		£6m	£8m	£10m		£15m	£17.5m	£20m		£30m	£35m	£40m		£50m	£55m	£60m		£70m	£75m	£80m		£90m	£95m	£100m	
Work Placements (people)	1	1	2	3	3	4	4	5	6	7	7	7	9	10	10	11	11	11	12	12	12	12	12	13	13	13	13	
Jobs created (number)	0	0	0	1	1	2	3	4	4	4	5	6	6	6	6	7	7	8	8	8	9	9	9	9	10	10	11	
CCIAG events (number)	0	1	1	1	1	2	2	3	4	4	4	4	5	5	6	6	7	7	7	7	7	7	8	8	8	8		
Training weeks on site (weeks)	16	37	58	79	100	133	166	208	250	291	333	416	499	582	666	749	832	915	998	1,081	1,165	1,248	1,331	1,414	1,498	1,581	1,665	
Qualifying the Workforce (Qualification/certification achieved)	1	1	1	1	3	3	5	5	5	6	6	7	7	7	7	7	8	8	8	8	9	9	11	12	12	12	12	
Qualifications gained (equiv. NVQ2 and above)	0	0	0	0	1	1	2	2	2	2	2	3	3	3	3	3	4	4	4	4	5	5	6	6	6	6	6	
Industry certification gained	1	1	1	1	2	2	3	3	3	4	4	4	4	4	4	4	4	4	4	4	4	4	5	6	6	6	6	
Green Skills training – (person-hours)	71	161	250	339	429	572	715	893	1,072	1,250	1,429	1,786	2,144	2,501	2,858	3,215	3,573	3,930	4,287	4,645	5,002	5,359	5,716	6,074	6,431	6,788	7,146	
Case studies	Project Specific – to be agreed pre-approval																											

Benchmarks for Highways maintenance - Highways routine structures projects

KPI	Band 2 £3.5-6m				Band 4 £10-15m				Band 6 £20-30m				Band 8 £40-50m				Band 10 £60-70m				Band 12 £80-90m						
	Band 1 £1-3.5m			Band 3 £6-10m			Band 5 £15-20m			Band 7 £30-40m			Band 9 £50-60m			Band 11 £70-80m			Band 13 £90-100m								
	£1m	£2.25m	£3.5m	£4.75m	£6m	£8m	£10m	£12.5m	£15m	£17.5m	£20m	£25m	£30m	£35m	£40m	£45m	£50m	£55m	£60m	£65m	£70m	£75m	£80m	£85m	£90m	£95m	£100m
Work Placements (people)	1	2	2	2	3	3	4	4	4	5	5	6	6	6	7	7	8	8	9	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Jobs created (number)	1	1	1	1	1	2	3	4	4	5	5	6	7	8	8	8	9	10	11	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
CCIAG events (number)	0	2	3	3	4	5	6	7	8	9	9	10	10	10	11	12	12	12	12	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Training weeks on site (weeks)	9	20	31	42	54	72	90	113	135	157	180	225	270	315	360	405	450	495	540	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Qualifying the Workforce (Qualification /certification achieved)	3	5	6	8	9	11	12	13	15	17	19	21	22	22	24	26	28	29	31	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Qualifications gained (equiv. NVQ2 and above)	0	0	0	0	0	1	2	2	3	4	5	6	6	6	7	8	9	10	11	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Industry certification gained	3	5	6	8	9	10	10	11	12	13	14	15	16	16	17	18	19	19	20	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Green Skills training – (person-hours)	32	73	113	153	194	258	323	404	484	565	646	807	969	1,130	1,292	1,453	1,615	1,776	1,938	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Case studies	Project Specific – to be agreed pre-approval																				n/a	n/a	n/a	n/a	n/a	n/a	n/a

Benchmarks for Courts - refurbishment projects

KPI	Band 2 £3.5-6m				Band 3 £6-10m				Band 4 £10-15m				Band 5 £15-20m				Band 6 £20-30m				Band 7 £30-40m				Band 8 £40-50m				Band 9 £50-60m				Band 10 £60-70m				Band 11 £70-80m				Band 12 £80-90m				Band 13 £90-100m			
	Band 1 £1-3.5m																																															
	£1m	£2.25m	£3.5m	£4.75m	£6m	£8m	£10m	£12.5m	£15m	£17.5m	£20m	£25m	£30m	£35m	£40m	£45m	£50m	£55m	£60m	£65m	£70m	£75m	£80m	£85m	£90m	£95m	£100m																					
Work Placements (people)	1	1	2	2	2	3	4	4	5	5	5	6	6	7	7	7	8	8	8	9	9	9	9	10	10	10	10																					
Jobs created (number)	0	0	1	1	2	3	4	5	5	5	6	7	7	7	8	8	8	9	9	9	10	10	10	10	11	11	11																					
CCIAG events (number)	0	1	1	1	1	2	2	3	4	4	4	4	5	5	6	6	7	7	7	7	7	7	8	8	8	8	8																					
Training weeks on site (weeks)	14	32	51	69	87	116	145	181	218	255	291	363	436	509	582	654	727	800	872	945	1,018	1,090	1,163	1,236	1,308	1,381	1,454																					
Qualifying the Workforce (Qualification /certification achieved)	4	5	6	7	7	9	11	12	13	14	15	17	18	19	20	20	21	21	23	24	24	25	27	28	29	29	29																					
Qualifications gained (equiv. NVQ2 and above)	1	1	1	1	1	2	3	3	4	4	5	5	6	7	7	7	7	7	8	9	9	10	10	10	11	11	11																					
Industry certification gained	3	4	5	6	6	7	8	9	9	10	10	12	12	12	13	13	14	14	15	15	15	15	17	18	18	18	18																					
Green Skills training – (person-hours)	62	141	219	297	375	500	625	781	937	1,093	1,249	1,562	1,874	2,186	2,499	2,811	3,123	3,436	3,748	4,060	4,373	4,685	4,997	5,310	5,622	5,934	6,247																					
Case studies	Project Specific – to be agreed pre-approval																																															

Benchmarks for Young Offenders - refurbishment projects

KPI	Band 2 £3.5-6m				Band 3 £6-10m				Band 4 £10-15m				Band 5 £15-20m				Band 6 £20-30m				Band 7 £30-40m				Band 8 £40-50m				Band 9 £50-60m				Band 10 £60-70m				Band 11 £70-80m				Band 12 £80-90m				Band 13 £90-100m			
	Band 1 £1-3.5m																																															
	£1m	£2.25m	£3.5m	£4.75m	£6m	£8m	£10m	£12.5m	£15m	£17.5m	£20m	£25m	£30m	£35m	£40m	£45m	£50m	£55m	£60m	£65m	£70m	£75m	£80m	£85m	£90m	£95m	£100m																					
Work Placements (people)	0	1	1	1	2	2	3	3	3	3	3	4	4	4	5	5	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6														
Jobs created (number)	0	0	1	1	2	3	4	4	5	5	5	6	6	7	7	7	7	8	8	9	9	9	10	10	10	10	10	10	10	10	10	10	10															
CCIAG events (number)	0	1	2	2	2	3	4	5	6	6	6	7	8	9	10	10	11	11	12	12	12	12	13	13	14	14	15	15	15	15	15	15	15															
Training weeks on site (weeks)	14	32	51	69	87	116	145	181	218	255	291	363	436	509	582	654	727	800	872	945	1,018	1,090	1,163	1,236	1,308	1,381	1,454	1,454	1,454	1,454	1,454	1,454																
Qualifying the Workforce (Qualification /certification achieved)	3	4	5	6	6	8	10	10	11	12	13	14	15	16	17	18	18	19	20	20	21	21	22	24	24	24	24	24	24	24	24	24	24															
Qualifications gained (equiv. NVQ2 and above)	1	1	1	1	1	2	3	3	3	4	4	4	5	6	6	6	6	7	7	7	8	8	8	9	9	9	9	9	9	9	9	9	9															
Industry certification gained	2	3	4	5	5	6	7	7	8	8	9	10	10	10	11	12	12	12	13	13	13	13	14	15	15	15	15	15	15	15	15	15	15															
Green Skills training – (person-hours)	62	141	219	297	375	500	625	781	937	1,093	1,249	1,562	1,874	2,186	2,499	2,811	3,123	3,436	3,748	4,060	4,373	4,685	4,997	5,310	5,622	5,934	6,247	6,247	6,247	6,247	6,247	6,247																
Case studies	Project Specific – to be agreed pre-approval																																															

Benchmarks for Prisons - refurbishment projects

KPI	Band 2 £3.5-6m				Band 4 £10-15m				Band 6 £20-30m				Band 8 £40-50m				Band 10 £60-70m				Band 12 £80-90m							
	Band 1 £1-3.5m			Band 3 £6-10m			Band 5 £15-20m			Band 7 £30-40m			Band 9 £50-60m			Band 11 £70-80m			Band 13 £90-100m									
	£1m	£2.25m	£3.5m	£4.75m	£6m	£8m	£10m	£12.5m	£15m	£17.5m	£20m	£25m	£30m	£35m	£40m	£45m	£50m	£55m	£60m	£65m	£70m	£75m	£80m	£85m	£90m	£95m	£100m	
Work Placements (people)	0	1	1	1	1	1	2	2	2	2	2	3	3	4	4	4	4	4	4	4	4	4	4	4	4	4	4	
Jobs created (number)	0	0	1	1	2	3	3	4	4	5	5	5	6	7	7	7	7	7	8	9	9	9	9	10	10	10	10	
CCIAG events (number)	0	0	1	1	1	1	1	2	2	2	2	2	3	3	3	3	3	3	4	4	4	4	4	4	4	4	4	
Training weeks on site (weeks)	14	32	51	69	87	116	145	181	218	255	291	363	436	509	582	654	727	800	872	945	1,018	1,090	1,163	1,236	1,308	1,381	1,454	
Qualifying the Workforce (Qualification /certification achieved)	3	4	5	5	6	8	10	10	11	13	13	14	14	15	17	18	18	20	20	20	21	21	22	24	24	24	24	
<i>Qualifications gained (equiv. NVQ2 and above)</i>	1	1	1	1	1	2	3	3	3	4	4	4	4	5	6	6	6	7	7	7	8	8	8	9	9	9	9	
<i>Industry certification gained</i>	2	3	4	4	5	6	7	7	8	9	9	10	10	10	11	12	12	13	13	13	13	13	14	15	15	15	15	
Green Skills training – (person-hours)	62	141	219	297	375	500	625	781	937	1,093	1,249	1,562	1,874	2,186	2,499	2,811	3,123	3,436	3,748	4,060	4,373	4,685	4,997	5,310	5,622	5,934	6,247	
Case studies	Project Specific – to be agreed pre-approval																											

▶ 4. Definitions and Glossary



Term	Meaning
Client	The organisation responsible for engaging the contractor.
Project Based Approach	The Project Based Approach is a National Skills Academy for Construction product and provides clients with comfort that their Employment and Skills requirements when procuring construction projects are proportionate and achievable. It also serves as a framework within which clients and contractors can set and achieve some of their social value goals.
Employment and Skills Strategy	The Client's project or Framework-Specific Strategy outlining the Client's Employment and Skills goals and key deliverables, to be included as a tender and contract document.
Employment and Skills Plan (ESP)	The contractor's Employment and Skills Plan created as part of the contractor's tender return, setting out how the Employment and Skills Strategy will be implemented. It is based on the template provided by the Client in the Employment and Skills Strategy and will become a contract document.
Method Statement	The contractor's detailed description of how the ESP will be implemented on site. It should be created as part of a tender return and become a contract document.
National Construction Skills Academy Group (NCSAG)	National Construction Skills Academy Group is an established body of contractor and client representatives from across the construction industry which form part of the governance structure of the National Skills Academy for Construction.
Off - site	Taking place or situated (based) at a different location than project site.
Off - site	Taking place or situated (based) at a site. An individual must be working a minimum of 50 per cent of their time on the actual project.

► Appendix A – Typical Courses That May Qualify As Green Skills Training

Training material may be general or specialised in nature. General training material typically focuses on raising awareness about societal challenges and the necessity for action. On the other hand, specialised material delves into technical topics and solutions, such as the installation and maintenance of air source heat pumps. Both types of training courses, whether general or specialised, contribute towards fulfilling the Green Skills training Key Performance Indicator (KPI).

Technical courses are frequently provided by Original Equipment Manufacturers, while numerous other options exist through various training organisations, both public and private, as well as online platforms. For instance, the Site Environmental Awareness Training Scheme (SEATS) course, developed by CITB, is a popular one-day option.

Green Skills encompass a wide range of topics, including environmental, net zero, sustainability, biodiversity, water and waste reduction, and many more.

A major source of free online training is the Supply Chain Sustainability School, though many other sources offer valuable resources as well. In particular, the Department for Business, Energy & Industrial Strategy and the Department for Energy, Security & Net Zero have recently announced the results of their Home Decarbonisation Skills Training Competition, identifying some 20 organisations who will be offering training in Green Skills throughout the UK .

In cases where there is uncertainty about whether a specific course aligns with the requirements of the Green Skills training KPI, it is strongly advised to consult CITB for guidance.

► Appendix B – Interpretation And Measurement Of Benchmarks

This Appendix provides advice on how to interpret the KPIs described in Section 3 and how to quantify the associated Benchmarks that are contained within the Employment and Skills Plan (ESP). Appendix C provides a template ESP.

KPI 1: Work Experience Placements

This KPI is aimed at providing people 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 Benchmark quantifies work experience on NSAfC Projects for students (14 years plus) from schools, colleges - including T-Levels placements - and universities who undertake a work-experience placement for a minimum of five working (consecutive or non-consecutive) days*. 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.

- It also quantifies work experience on NSAfC Projects for people who are not enrolled on a course of education/study and who undertake a work-experience/pre-employment placement for a minimum of five working (consecutive or non-consecutive) days. This can include individuals from organisations such as the Prince's 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.

This Benchmark relates to the ESP template spreadsheet rows:

- Work Experience Placement (In Education)
- Work Experience Placement (Not in Education).

KPI Measure: five days of completed work placement represents one week (outcome)

Evidence:

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

*As per National Themes Outcomes Measurements (TOMS) recommendation, a meaningful placement should be delivered over minimum of five days

KPI 2: Jobs Started by NSAfC Projects (new entrants)

This target describes the creation of new and sustainable job opportunities for new entrants into the sector who are required on the project site(s) by the main contractor or subcontractor.

This Benchmark relates to the ESP template spreadsheet rows:

- People who are employed as apprentices
- People previously unemployed
- People transferring from other industries
- Graduates.

KPI Measure: one individual represents one outcome.

Evidence:

1. Notification of vacancy on site, and
2. Copy of offer of employment, and
3. Confirmation letter or statement from employer following one-month minimum employment (qualifying period).

KPI 3: Construction Careers Information, Advice & Guidance (CCIAG) Events

This Benchmark quantifies the number of events focused on improving the image of the sector, organised and delivered in the course of the project. Events must be 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, and agreed by the project and the participating organisation.

The key Benchmark groups for delivery of this outcome are:

- Entrants 14-19 (e.g., people currently not in education, employment or training, or school students, school leavers, college students)
- Undergraduates
- Influencers (e.g., schools/universities, adult influencers, careers advisors, learning providers, community groups).

KPI Measure: One event represents one outcome.

Evidence:

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

KPI 4: Training Weeks on Site

This Benchmark quantifies the number of weeks of formal training undertaken by trainees/new entrants 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. One training week equals five working days.

This Benchmark relates to the ESP template spreadsheet rows:

- New entrants undertaking apprenticeships
- New entrants undertaking technical/higher level qualifications.

KPI Measure: Total number of training weeks currently taking place on the project.

Suggested Evidence:

1. Registration documents/written confirmation from training provider detailing course of study, duration and qualification, and
2. Completion certificates

KPI 5: Qualifying the Workforce

This Benchmark relates to on-site based individuals 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, and Health and Safety (including IOSH, NEBOSH, SMSTS & SSSTS). Outcomes must be accredited by a nationally recognised professional institution or awarding body.

It relates to people achieving operative, technical or higher level 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 Benchmark relates to the ESP template spreadsheet rows:

- Qualifications achieved (NVQ2 or above)
- Qualifications achieved (technical or higher level).

KPI Measure: One qualification/certification achieved represents one outcome.

Evidence:

Completion certificates.

KPI 6: Green Skills Training

This Benchmark emphasises the need for everyone engaged in a project to understand the concept of Net Zero and the importance of taking steps to achieve it. The Benchmark quantifies the number of hours spent on Green Skills training by employees of the contractor and the contractor's supply chain. The nature and duration of training will depend on the project's needs and the prior experience of the workforce. Examples of relevant training are provided in Appendix A.

Outcomes captured under this KPI cannot contribute to the achievement of any other Benchmark. There is to be no double counting.

KPI Measure: One training hour spent on a relevant course by one person employed by the contractor or the contractor's supply chain represents one outcome.

Evidence:

Attendance certificate provided by the training provider detailing the nature and duration of the training undertaken.

KPI 7: Case Studies Approved*

This Benchmark 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 NSAfc case study guidelines.

The completed case study must be approved by a representative of CITB and the client/contractor's internal communications team. It must also be made available for inclusion on the NSAfc webpages and for additional promotional purposes.

KPI Measure: one case study approved represents one outcome.

Evidence:

Copy of approved case study.

* to be agreed at the project's inception

APPENDIX C – TEMPLATE FOR EMPLOYMENT AND SKILLS PLAN

Employment and Skills areas		Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	Summary. No
1	Work Placements – People <i>Total of 1(a) plus 1(b)</i>													
1(a)	Work Placements (In education)-people													
1(b)	Work Placements (Not in Education) - people													
2	Jobs created by NSAfC projects <i>Total of 2(a) plus 2(b) plus 2(c)</i>													
2(a).	Jobs created by NSAfC projects (Apprentices)													
2(b)	Jobs created by NSAfC projects (New Entrants)													
2(c)	Jobs created by NSAfC projects (Graduates)													
3	Construction Careers Information, Advice & Guidance (CCIAG) Events													
4	Training Weeks on site <i>Total of 4(a) plus 4(b) plus 4(c)</i>													
4(a)	Training Weeks on site (Apprenticeships)													
4(b)	Training Weeks on site (New entrants)													
5	Qualifying the Workforce – project workforce <i>Total of 5(a) plus 5(b) plus 5(c) plus 5(d)</i>													
5(a)	Qualifications gained (equiv. NVQ2 and above) (Main contractor)													
5(b)	Qualifications gained (equiv. NVQ2 and above) (Sub-contractor)													
5(c)	Industry certification gained (main contractor)													
5(d)	Industry certification gained (Sub-Contractor)													
6	Green Skills Training Person-Hours													

► Appendix D – The Authors

CITB

CITB is the industry training board and a partner in the Sector Skills Council for the construction sector in England, Scotland and Wales. We have a clear focus – to work to ensure that the construction industry has the right skills, in the right place, at the right time.

The Strategic Partnerships Team is the department of CITB that works closely with clients, developers and contractors. The team supports with the development and implementation of Employment and Skills Strategies, and Employment and Skills Plans. CITB covers the whole of Great Britain and can provide support to clients, developers and contractors about how best to use this Guide in conjunction with existing good practice.

CITB facilitates and supports the contractor-led National Skills Academy for Construction. The Project Based Approach is a product of the Academy and presents an industry solution to embedding employment, skills and apprenticeships into the procurement and planning of construction work.

This publication is intended for general information only.

It is not intended to be a substitute for legal advice or the exercise of professional judgement.

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