



## Great Wolf Resort – Bicester

### Employment, Skills, and Training Plan (ESTP) – Draft Charter and Deliverables

#### Introduction

These proposals are prepared for the Great Wolf Resorts scheme in Bicester and to reflect Planning Decision and S106 documents 3259189 and 328254 as developed with Cherwell District Council.

The Great Wolf project is as defined in these submissions and decision papers – but is in essence for the construction of a Hotel, Waterpark with associated External and Highways Works in the land bounded by the M40 and A4095 adjacent the Bicester Golf Club.

Enabling and Main Construction works are due to commence from September 2022 and are targeted to complete by December 2024.

These Charter and associated deliverables directly relate to outcomes from the Preconstruction, Enabling and Construction phases of the project.

#### Charter Aspirations & Expectations

We absolutely recognise and support the ESTP aspirations and expectations as set out by Cherwell District Council in their Developer Contributions Supplementary Planning Document (SPD) February 2018 of which the following excerpts are part:

*Cherwell Council will seek to apply this Guidance across its entire administrative area. It will seek the provision of a stated target number of new construction apprenticeships (or apprenticeship starts) as part of a required Employment, Skills and Training Plan (ESTP) for each proposal for new development, to be secured via S106 agreement as explained in paragraph 2.3 above. CDC is keen that the submission of ESTPs should not be unduly onerous for developers, hence an ESTP framework is provided for information at Appendix A to this Document. This can be reproduced by developers and completed by filling in the relevant numbers.*

And

*In essence, while Cherwell District Council is keen to achieve an increase in new construction apprenticeship opportunities in the District through the planning system, it also considers that such arrangements need to be arrived at through discussion and agreement with developers, rather than imposed in a top-down fashion. It will be counter-productive if the numbers of construction apprenticeships required by CDC are unrealistic because they are actually unable to be achieved.*

Our proposed focus and deliverables have been shaped based on our experiences of delivering ESTP outcomes across the UK that change lives, provide long term opportunities and upskilling for all of our local populations – we are not looking at delivering short term numbers or outcomes without substance or long-term value.

To reflect these aspirations, we have created a blended ESTP proposal that provides deliverables and outcomes for the wider local population as well as ensuring we maximise our impact by targeting



outcomes from our 2022 Enabling and Preconstruction works and school/colleges leavers as well as implementing a structured monitoring and review process with Cherwell District Council.

We guarantee full transparency and access to the Cherwell District Council scheme throughout our ESTP and will agree a quarterly monitoring and progress review strategy with yourselves as we agree this ESTP with you.

#### Proposals: Scope & Deliverables

We have created a spreadsheet which breaks down the construction works into the package elements and assigns a likely number of workers for each package based on an assessment of the package value and type of work being undertaken. This has driven the number of apprentices, jobs created etc. based on providing a safe working environment for all people on site. It would be dangerous to overprovide inexperienced workers on a large construction site as the health and safety of all workers must be maintained.

We have also attached a full Excel version of these proposals for ease of review.

The deliverables have been split out into the following:

- Apprentice starts including level 3 and level 4 apprentices;
- Jobs created – getting the unemployed into work;
- Work placement - support local people in construction industry through work placements;
- Graduate starts - secure graduate starts including apprentice degree students;
- Trainee starts - supporting employment opportunities for young people including Kickstart and traineeship;
- Jobs created.

Secondary deliverables including local charity support and volunteering are also targeted in the spreadsheet. These are described in more detail in a later section of this document.



Great Wolf Bicester										
Employment & Skills - Package Targets										
Package Ref	Package/Element Description	Package Labour Assessment	Outcomes/Specific deliverables					CSR & 2ndry Deliverables		
			Apprentice Starts Target	Jobs Created - Unemployed In To Work Target	Work Placement Target	Graduate Starts Target	Trainee Target	Jobs Created - Local Employment Target		
<b>Measured Works</b>										
1	MEP	80	4	5	2	1				5
2	Groundworks	20	1	2				1		2
3	JC Frame	50	3	3				2		2
4	Drylining	30	1	2				2		2
5	Structural Steelwork	15	2	2						2
6	Brickwork, Blockwork & Stonework	10	1	1						2
7	Bathroom Pods	10	1	1						2
8	Flat Roofing	10	1	1						2
9	Hard Landscaping	10	1	1						2
10	Carpentry & Door Supply	15	2	2						2
11	Curtain Walling, Windows	10	1	1						1
12	Timber Cladding	10	1	1						1
13	Tarmac Surfacing	10	1	1						1
14	Decorating	20	1	3						3
15	SFS	15	1	1						1
16	Concrete Panelling	10	1	1						1
17	Metal Cladding	10	1	1						1
18	Rendering	10	1	1						1
19	Soft Floor Finishes	10	1	2						2
20	Lifts	5	1	0						1
21	Bulk Muckshift	10	0	1						1
22	Tiled Roofing	15	1	1						1
23	BWIC	5	0	1						1
24	Timber Trusses	5	0	1						1
25	IPS Cubicles & Vanity	5	0	1						1
26	Screening	5	1	1						1
27	Firestopping & Protection	5	1	1						1
28	Soft Landscaping	10	1	1						1
29	Street Furniture	5	0	0						1
30	FF&E	5	0	0						1
31	Architectural Metalwork	3	0	0						0
32	Fencing & Gates	3	0	0						0
33	Ceramic Tiling	5	0	0						0
34	Folding Partitions	3	0	0						0
35	Automatic Barriers	3	0	0						0
36	Glazed Partitions	3	0	0						0
37	Preformed Buildings	3	0	0						0
38	Barn Doors	3	0	0						0
39	Rainwater Goods	3	0	0						0
40	Louvers	3	0	0						0
41	Preformed Decorative Structure	3	0	0						0
42	Roller Shutter	3	0	0						0
43	Signage	2	0	0						0
44	Laundry Chute	3	0	0						0
45	Roadmarkings	5	0	0						0
<b>Sisk Preims and Management Team</b>										
	Commercial & Operations	20	2	0	1	2				3
	Admin & Doc Control	4	1	0	1			1		1
	Site Logistics & Engineering	7		1						1
	<b>Water Park Measured Works</b>	50	5	5	1			5		5
	<b>FEC &amp; Laundry Works Packages</b>	50	3	3	1			2		3
	<b>Enabling Works</b>	10	1	1						1
	<b>S278 &amp; Offsite Highways Works</b>	10	1	1						1
	<b>Utilities Works</b>	5	1	0						1
	<b>Golf Course Remodelling</b>	10	0	0						
<b>Client &amp; Professional Team</b>										
	GWL Construction & FM Team	5	1	0	1			1		1
	PM & QS Team	4	1	0	1					1
	Design Team	8	2	0	1			1		2
<b>Primary Outcomes/Deliverables Totals</b>			<b>45</b>	<b>51</b>	<b>9</b>	<b>3</b>	<b>15</b>	<b>66</b>	<b>0</b>	<b>0</b>
	Careers Events During Construction									3
	Supporting Graduate Research Project									1
	Local Charity Support Project									2
	Volunteering Days/Events									4
	Quarterly News Letters									6
	Open Doors - Project Events									2
<b>CSR &amp; 2ndry Deliverables</b>										See Above

We confirm we will refine these with yourselves as we finalise the Great Wolf Construction Phase ESTP and would absolutely appreciate your support and input in shaping these to maximise their impact based on your detailed local knowledge and experience.

### Progress and Monitoring Strategy

Once our ESTP deliverables are agreed, we will translate the Excel deliverables into an agreed ESTP Charter in a format provided by Cherwell District Council.

We would like to organise a signature and launch event for the Charter with CDC before our Enabling works commence.



In parallel we will prepare a Great Wolf specific monitoring tool and report format to be agreed with yourselves – that reflects our targets and expected S Curve outcomes – so that we can track these against actual outcomes as works progress. We anticipate the following reporting to take place:

1. Monthly One Pager Outcome Report and Status Tracker which will be compiled by the Skills and Employment Lead for John Sisk & Son.
2. Quarterly Progress Reviews and Charter workshops to ensure we are progressing as expected – and where reviews to our strategy will add additional value and benefits.
3. Annual and Final Charter Reviews – so all parties are up to speed on progress and developments – as well as agreeing best practice, Case Study and Legacy opportunities to maintain the Charter's aspirations and continued development opportunities by the individuals benefiting from the Charter Training and Skills outcomes.

We do appreciate that your input will need to reflect your teams resourcing and availability – at the same time a core value of our Charter will be around Collaboration and Working Together – as these will maximise the long term benefits we deliver.

#### Wider Procurement, Social Responsibility and Community Strategy and Deliverables

We fully appreciate the work to date and the strategy of your apprenticeship recruitment process, and we are happy and committed to be fully involved in recruitment campaigns, working alongside the local DWP, school/colleges/universities, training providers and local charities.

We are currently looking to put together a Community Employment Plan with Oxfordshire Local Enterprise which will include:

- Local labour, supply chain & procurement to ensure that main and subcontractors' source locally where practical;
- Supply chain partner briefings prior to project start on the requirements of section 106 and our commitment to achieve these targets ethically and morally;
- Meet the buyer events: Supporting local supply chain opportunities via Social Enterprises.

In parallel to the above and engaging with Local Education Providers and Organisations, we commit to:

1. Supporting schools closest to the development - working with Cherwell Enterprise manager to agree and "adopt" a local school;
2. Working with the Enterprise manager to schedule local school visits: Including The Cooper School, Whitelands Academy, Heyford Park School and Bardwell School;
3. Provide site tours and events to schools, colleges, universities and those organisations as "Into Construction" taster events and up skilling opportunities;
4. Support Cherwell careers events during the development - we will deliver events alongside the supply chain, working with Abingdon and Witney College and their new Green Construction Skills Centre opening later this year;
5. Exploring opportunities with Banbury and Bicester College on their construction programme.



6. We are currently exploring opportunities to work with local charities in the Cherwell area, choosing projects which resonate with Great Wolf and the construction team and favoured by the local community;
7. Promoting local volunteering from across our Sisk employees and the whole Great Wolf Project Team;
8. Supporting a graduate research project TBC.

We will shape a partnering strategy with our local training providers to meet our commitment to our Community Employment Plan – we are currently reviewing options with

- Construction Skills Centre:
- ACE Training:
- ACE
- Oxfordshire County Council EET Team
- Job Centre Plus / Aspire

#### Next Steps and Conclusion

Once these draft proposals have been reviewed and assimilated by yourselves we would like to organise a kick off strategy review with you to finalise proposals, commence the development of the final ESTP and Charter and start to shape our 2022 interventions for our Preconstruction and Enabling Works.