

**Appendix B - Monitoring method and frequency schedule**

<b>Objective 1: Work directly with the local employment/training agencies including Job Centre Plus and Bicester Job Club to identify employment opportunities related to construction of the Development and skills and training to assist local people residing in Bicester and within five miles thereof to access job opportunities.</b>							
<b>Action</b>	<b>Target/Output</b>	<b>Monitoring Outcomes</b>	<b>Methodology</b>	<b>Frequency</b>			<b>Lead</b>
				<b>Quarterly</b>	<b>Yearly</b>	<b>Biennially</b>	
Embed local employment and training benefits into our partnering terms.	Average of 20% local labour on-site during construction.	Number of employment opportunities made available to local people.  Percentage of local labourers on site during construction (genuine locals, not labourers living in temporary accommodation).	WD to record number of opportunities  WD to record postcodes of workers on site				WD
Establish employment and training targets for minority groups on the Exemplar.	Achieve a target of 8% female trainees/apprentices.  Achieve a target of 5% females across the overall workforce.	Progress against employment targets for minority groups.	WD to record female workers on site				WD
Scope the training needs of local people to access job opportunities on-site.	Good level of local interest in construction opportunities.  Skills profile & training needs of local job seekers captured.  Development of additional construction training	Attendance at a pop-up shop and/or a 'meet the contractor' event.  Number accessing existing local training as a result of signposting through the project.  Number undertaking pre-employment construction	Numbers in attendance.  On-going contact with existing service providers regarding uptake.  Numbers in attendance at each				WD/ A2D

	provision in Bicester.	training with WD.	session.				
Produce and disseminate employment and training registration form for people interested in construction opportunities on site.	Database of people interested in construction work on-site.	Numbers completing registration form and recorded on local labour database.	Numbers recorded on database				WD
Encourage and assist sub-contractors to recruit local labour and utilise local suppliers.	Sufficient support offered to recruit through local employment vehicles.  Sufficient opportunities for local sub-contractors to access details of local suppliers via the Business Portal.	Number of local applicants invited for interview.  Number of local suppliers used for sourcing materials.	Record number of interviewees.  WD to liaise with sub-contractors to record average local spend.				WD
Develop a plan for the promotion of jobs locally.	Evidencing that job opportunities have been widely promoted to local people.	Jobs advertised through local employment vehicle.  Jobs recruited through Jobcentre Plus and other local employment vehicles.	Record of jobs advertised locally.  All interviewees asked to record where they heard of opportunity				WD/ A2D
Coordinate School, College and University engagement activities and site visits.	One project per year of construction with each key primary school (Bure Park, Kings Meadow, Southwold).  One event per year with two key secondary schools (Cooper and BCC). Increased awareness of NW Bicester and economic/ educational benefits to young people over next 20-30 yrs.	Number and names of primary schools visited and projects with pupils delivered.  Engagement with secondary schools undertaken and usefulness of exercise to inform career paths (qualitative feedback).	Details and evidence of projects with primary schools.  Details and evidence of projects with secondary schools.				WD/ A2D  WD  A2D

	1 Internship complete Feb – Oct 2012. 3 months complete Nov 12 – Jan 2013. Next intern to be recruited in 2014.	Number of Oxford Brookes Internships completed on project.	Number Oxford Brookes interns recruited and retained.				
Develop and deliver trade taster sessions in line with construction programme	Blocks of 10 local people taken on site at any one time – led by demand.	Numbers attending taster sessions to learn about different trades and opportunities	WD to record uptake of taster sessions				
Develop and deliver short-term work experience programme	8 per year during construction to provide valuable hands on site-life experience.	Work experience placements complete (16-18 yrs)  Work experience placements (19 yrs plus)	WD to record work experience and age on site				
Develop and deliver work placement programme	Endeavour to offer a minimum of 3 per year during construction to enable people to completed NVQ level 3 qualifications.	Work placement opportunities created & completed  Work placements complete resulting in NVQ level 3 qualifications.  Workplacements complete resulting in longer-term employment with sub-contractors	WD to record work placements created.  Work placements enabling people to complete qualifications  Number of placements taken on by local sub-contractors				WD
Explore non-construction related employment or apprenticeship opportunities on site.	Minimum 3 additional non-construction employment opportunities secured for local people throughout the duration of all phases of the	Number of non-construction related job opportunities for local people generated.	WD to record number on site				WD

	Exemplar - to begin employment within the first 12-18months.						
Develop and offer incentives to labourers to travel sustainably to work.	As per travel plan.	Number of labourers taking up bike loan scheme.  Number of labourers using car share scheme.	WD to survey staff on methods of travel to work.				WD

**Objective 2: Deliver workshops in conjunction with Bicester Job Club to introduce opportunities related to construction of the Development to local job seekers residing in Bicester and within five miles thereof and assist employers to recruit**

Action	Target/Output	Monitoring Outcomes	Methodology	Frequency			Lead
				Quarterly	Yearly	Biennially	
Work with Bicester Job Club to enable local unemployed people access to construction opportunities on the Exemplar.	Evidence of annual spend with Bicester Job Club and activity outputs.	Retain a tab of how much spent with Bicester Job Club each year.  Added value to Bicester Job Club and experience to its customers and delivery partners.	Record meetings and opportunities identified on site.  Have regular Q&A sessions with people at the job club to ensure that we are meeting their needs.				WD
Develop a workshop programme with Bicester Job Club to introduce construction opportunities to local job seekers.	Workshops to be delivered once every 4-6 months from start on site in-line with trades on site at time.	Number of construction themed sessions delivered and their attendance with qualitative feedback on usefulness.	Record details.				WD
Scope the training needs of local job seekers to access job opportunities on site.	Good, positive level of local interest in construction opportunities.	Attendance at a pop-up shop and/or at a 'meet the contractor' event.	Numbers in attendance.				WD/ A2D

	<p>Skills profile &amp; training needs of local job seekers captured.</p> <p>Development of additional construction training provision in Bicester according to need.</p>	<p>Number accessing existing local training as a result of signposting through the project.</p>	<p>On-going contact with existing service providers regarding uptake.</p> <p>Numbers in attendance at each construction training session.</p>				
<p>Work with training providers to deliver pre-employment training to interested applicants.</p>	<p>Minimum of 8 work-experience placements per year during construction.</p>	<p>Numbers undertaking work experience and duration completed (see objective 1).</p> <p>Number of CVs tailored to meet needs of construction sector.</p> <p>Number obtaining Construction Skills Certification Scheme (CSCS) qualifications.</p> <p>Number participating in mock interviews.</p>	<p>Record numbers in attendance.</p> <p>Record numbers.</p> <p>Record numbers.</p>				WD
<p>Consider with CDC opportunities to establish links with other local construction related businesses to offer wider construction opportunities to local residents.</p>	<p>Existing businesses joining together to support the work of Bicester Job Club and promote local employment opportunities.</p>	<p>Number of additional existing businesses joining in with the Bicester Job Club Workshop Programme.</p>	<p>CDC and Bicester Vision monitoring</p>				CDC/A2D

**Objective 3: Promote and market home working on the site.**

Action	Target/Output	Monitoring Outcomes	Methodology	Frequency			Lead
				Quarterly	Yearly	Biennially	
Publicise Local Lettings Plan criteria that stipulates 70% of affordable housing tenants should be either in employment, training or regularly volunteering.	70% or all affordable housing tenants signed up either in employment, training or regularly volunteering.  Residents on local housing register better informed about where to access employment support and volunteer opportunities.	Proactive community encouraged at NW Bicester.	Resident's economic activity will be automatically collected for A2Dominion tenants as part of the Group's 'getting to know you' policy.				A2D / CDC
Demonstrate set-up of working from home to potential buyers and tenants.	Uptake in people creating a dedicated home-working space.	Resident's survey to identify total numbers working from home and frequency of home working for those non-home based. Number of properties with home office loft / garage conversions or O-pods in gardens.	Residents and tenants survey.  Recorded by A2D Sales Team				A2D
Continued promotion of homeworking within the community as development becomes occupied.	Creation of networking opportunities to encourage local commerce and community cohesion.	Number and percentage of known home workers joining forum and qualitative exchange of residents experience.	Recorded by A2D Shimmy and Community Development				A2D
Make information about the advantages of working from home widely available.	Assisting residents to make informed lifestyle choices.	More residents encouraged to work from home.	Resident's survey to identify total numbers working from home and frequency of home working for those non-home based.				A2D
Make connections with the	To counteract the isolation	Demand for hot desk					A2D /

Eco Business Centre.	sometimes experienced by home workers and make the option of home working more attractive.	provision at the Eco Business Centre.					CDC
<b>Objective 4: Deliver local supply chain events to promote opportunities for companies local to Bicester and how such opportunities shall be made available during construction of the Development.</b>							
Action	Target/Output	Monitoring Outcomes	Methodology	Frequency			Lead
				Quarterly	Yearly	Biennially	
A2Dominion and Willmott Dixon to co-ordinate and deliver local construction supply chain events.	Attendance at trade specific supply chain events by local businesses who go on to register on the NW Bicester Portal.	Number of supply chain events delivered.  Number of local business attending supply chain event.	Details and evidence of number and type of events.  Numbers in attendance.				WD/ A2D
Review and promote wider involvement opportunities on the development, (e.g. arts, bike fixing etc).	Creates wider involvement opportunities for trades and disciplines beyond the construction industry.	Number and type of wider business partners and service providers engaged with in delivering projects or services to the development.	Details and evidence of involvement of other local businesses or voluntary sector organisations involved in project.				A2D
Consider other ways of communication opportunities on the development to local businesses that complements the delivery of supply chain events.	Reaching wider audience on their terms through established networks with regular attendance.	Number of new local businesses going on to register on the NW Bicester Portal.	On-going attendance and networking with Business Breakfasts, Chamber of Commerce, local Business partnerships etc				WD/ A2D

**Objective 5: Provide a minimum of ten apprenticeships related to construction of the Development over 5 year build programme to local persons residing in Bicester or within five miles thereof.**

Action	Target/Output	Monitoring Outcomes	Methodology	Frequency			Lead
				Quarterly	Yearly	Biennially	
Identify apprenticeship opportunities on site during construction.	Apprenticeship opportunities clearly identified and agreed with WD.	Number applying for apprenticeship opportunities on Exemplar.					WD
Identify apprenticeship training delivery partners.	Criteria for selecting training delivery partners established	Delivery partners on-board.	Details of partners on board supplied.				A2D/ WD
Identify apprenticeship delivery targets.	<p>Minimum of 10 apprentices recruited over 5 years.</p> <p>Minimum of 5 recruited over the duration of Phase 1 and 2 of Exemplar, with a minimum of 3 apprenticeships within the first year on site.</p> <p>Achieve a target of 8% female trainees/apprentices.</p>	<p>Number of 16-24 starting and completing apprenticeships.</p> <p>Number of 25 plus starting and completing apprenticeships.</p> <p>% of females applying for apprenticeships and recruited.</p> <p>Total number of apprenticeships complete against minimum of 10 target.</p> <p>Total number of apprenticeships safeguarded</p>	Record number of apprentices on site – both employed through WD/A2D path or on-site with our sub-contractors				WD
Advertise positions.	Evidencing that apprenticeship opportunities have been widely promoted to local people.	Breadth of advertising achieved on apprenticeship positions.	Record details of advertising evidence.				WD



Conduct recruitment / referral process.	Suitable candidates identified that are 16 plus and qualified to diploma level.	Number undertaking taster session or work experience placements as part of apprenticeship recruitment process.	Record number of people in attendance					WD
Offer assistance gaining CSCS cards to apprentices that don't have them before going on site.	CSCS card qualifications.	Numbers assisted to obtain Construction Skills Certification Scheme (CSCS) qualifications.	Record numbers of people that have received mentoring / training					WD
Establish an apprenticeship delivery and management plan between the main contractor and identified training providers for the scheme.	Management plan agreed to offer maximum benefits and development opportunities to apprentices.	Supply evidence apprenticeship agreement	Report progress and manage the plan in place					WD
Explore opportunities to add on qualifications in environmental technologies via NSA, OCVC and through links via OCC.	50% of apprentices going on to complete further environmental technologies qualifications.	Number of apprentices undertaking bolt on environmental technologies qualifications.	Details of type of opportunities identified and offered.					WD/ A2D
Develop with WD a management training programme to support opportunities for progression.	Minimum of 1 apprentice moving on to a management programme at WD.	Number of qualified apprentices moving onto WD in-house leadership and management scheme. Number of qualified apprentices securing permanent jobs with subcontractors working on the Exemplar.	Record and report numbers					WD
Develop in partnership guidance to encourage and champion other local businesses to take on apprentices.	Colleges and training providers have access to more placement opportunities to offer students.	Progress in number of other local employers taking on local apprentices.						CDC/ OCC

**Objective 6: Set up and maintain until completion of the Development a web site to attract local suppliers which allows them to compete for work on the construction of the Development.**

Action	Target/Output	Monitoring Outcomes	Methodology	Frequency			Lead
				Quarterly	Yearly	Biennially	
Design and activate a website to enable local subcontractors and suppliers to submit their details for pre-tender selection by the main contractor.	To establish a portal with a wide range of local trades that can be used by other developers during the construction of subsequent phases of NW Bicester and other developments in the Town.	Numbers registered on the NW Portal (168 as of Oct 2013).	Record of numbers registered on Portal				A2D
Provide publicity once Business Portal is live to ensure that local businesses are fully aware of the opportunities.	Over 40 attendees to launch event, including MP for North Oxfordshire and on-going promotion.	Positive PR, six-monthly newsletter to all registered businesses, pushing sign-ups when we enter specific phases on certain trades.	Evidence of on-going efforts to push and promote opportunities for local suppliers and contactors.				A2D
Manage, monitor and review entries made on Businesses portal.	Local businesses on board and communicated to about the progress of the development.	Number of local businesses sent tender enquiries by WD.  Number of local businesses successfully competing for work on the construction of the development.	Record numbers registered and sent tender opportunities.  Evidence of use of local suppliers and sub-contractors.				WD
Examine opportunities to draw down funding to support existing businesses to adopt more environmentally sustainable business practices.	To improve the businesses sustainability practice of Bicester businesses and facilitate them to compete more effectively for opportunities on NW Bicester and future eco-developments.	Number of businesses receiving free business sustainability support and nature/value of this.	Evidence of possible external funding opportunities shared.				A2D / Bio-Regional

Maintain communication with businesses that have registered on the site.	Maintain interest and develop positive relationships with potential suppliers and local businesses.		Record numbers and correspondence issued				WD
Promote and celebrate examples of local businesses successfully competing for work.	To continue to attract supplier registrations for latter phases.		Evidence of positive PR news stories.				A2D