

Submission to Cherwell District Council of Training and Employment Management Plan (ETMP)

Submission Date: September 2014 (based on an April 2014 start on site)

Site: Exemplar, North West Bicester

Developer: A2Dominion Group

This document forms the developer's response to the Tenth Schedule: Employment, Skills and Training of the Section 106 Agreement between A2Dominion and Cherwell District Council dated 9 July 2012.

1.0 Introduction

This plan sets out how A2Dominion will work with its contractors, partners and local employment/training agencies to offer employment and training opportunities to existing local businesses and residents during the construction of the Exemplar; and promote home working on site to the new residents of the development.

A2Dominion is committed to share the economic benefits of the Exemplar. During its five year construction, A2Dominion will work with partners to invest in and promote the use of initiatives to: raise awareness of employment opportunities and encourage local employment, increase the skills levels of individuals to meet the identified needs of employers and work with appropriate partners to design and contribute to the costs of added value pre-employment training.

The management plan includes six elements as stipulated in the S106 agreement. These are:

1. Objective 1 – Work directly with local employment/ training agencies including Job Centre Plus and Bicester Job Club to identify employment opportunities relating to construction of the development and skills and training to assist local people;
2. Objective 2 – Delivery of workshops in conjunction with Bicester Job Club to introduce opportunities relating to construction of development to local job seekers;

3. Objective 3 – Promotion and marketing of home working on the site;
4. Objective 4 – Delivery of local supply chain events to promote opportunities for companies local to Bicester and how these opportunities will be made available during construction;
5. Objective 5 – Provision of a minimum of **ten apprenticeships** relating to construction of the Development to local persons residing in Bicester;
6. Objective 6 – Setting up and maintenance of a **website to attract local suppliers** which allows them to complete for work on the construction of Development.

Requirements to benefit ‘people residing in Bicester or within five miles thereof’, where reasonably possible, will be targeted at the residents of Bicester and the parish councils adjacent to the development site: Caversfield, Bucknell, Chesterton and Middleton Stony. In the event that there are no such suitable persons, this catchment will be widened to persons residing in the administrative area of Cherwell District Council.

2.0 Opportunities

Table 2.1 details the **potential** number and trades of trainee and apprenticeship opportunities that we aim to create throughout the duration of all phases of the Exemplar with the first three to be employed within the first phase. The number of opportunities in each trade will largely be driven by demand for apprenticeship opportunities. E.g. we may have two bricklayer apprentices and rather than one bricklayer and one plumbing apprentice.

On top of the training and apprenticeship opportunities, we will also aim to achieve a target of 20% local labour on site during construction (defined as those living within a 20mile radius of the development site). We anticipate peak numbers on site from month 9 onwards (with a workforce of 140 - 150); we will aim for 30 of these jobs to be occupied by local people.

In addition to this figure we are also looking at local suppliers and contractors (defined as those located within a 50 mile radius of the development site) to supply the site via the NW Bicester Business Portal and therefore further opportunities may become available as a result of this however, we do not feel that this figure can be measured at the present time.

The Employment and Training Management Plan (ETMP) is written in relation to the delivery of the whole Exemplar site. At the point of drafting this document it assumes Willmott Dixon (WD) as the main housing contractor, however should this arrangement change on later phases of the Exemplar development, the newly appointed main housing contractor would be required to pick up all actions that relate to Willmott Dixon in the ETMP.

Table 2.1 – Potential trainee and apprenticeship opportunities to be created during the construction of all phases of the Exemplar:

Trade	Duration on-site	Role
Timber Frame Erector	Minimum 6 months	Apprentice
Bricklayer	Minimum 6 months	Apprentice
Carpenter	Minimum 6 months	Apprentice
Electrician	Minimum 6 months	Apprentice
Plumber	Minimum 6 months	Apprentice
Landscaper	Minimum 6 months	Apprentice
Painter and Decorator	Minimum 6 months	Apprentice
Office Administrator	Minimum 6 months	Apprentice
Catering Trainee	Minimum 6 months	Trainee
Site Engineer	Minimum 6 months	Apprentice
Dry Lining	Minimum 6 months	Apprentice
Site Manager	Minimum 6 months	Apprentice

Whilst some may be complete by the end of phase 1, it is envisaged that some of these training programmes may roll over from one phase of construction to the next. Either way it is intended for additional apprenticeships to commence (where appropriate and timely) as existing ones finish.

In addition to the creation of apprenticeships, we intend to create the following training opportunities to engage local labour and encourage up-skilling:

Work taster sessions

We will coordinate on-site work taster sessions (in-line with the construction programme) to enable individuals from Bicester Job Club and/or local colleges to find out more about the role of each trade on-site through demonstrations and questions and answers with sub-contractors.

This will allow potential candidates considering applying for work experience opportunities or making decisions about their education/qualifications to see the on-site roles and responsibilities of each trade before making a decision on which they want to pursue.

Work experience

We will offer 8 individuals from the local schools, colleges or Bicester Job Club work experience on site for a maximum of 2 weeks, for 25 – 30hrs per week.

During this time the individual will be fully supervised and shadow one of Willmott Dixon's Build Managers. They will gain experience of a working environment and get to see 'site life' from a hands-on perspective. Work experience opportunities can also be used to scope potential apprentices.

These individuals will not require a CSCS card and will be an unpaid role.

Work placements

We will endeavour to offer a minimum of 3 local individuals (i.e. students, people undertaking qualifications etc.) an opportunity to work within a specific trade on site for up to a 6 month period.

These individuals must have relevant knowledge and qualifications in their chosen trade and be able to work un-supervised in a site environment. A CSCS card is required.

The individuals will be employed through a labour agency and not direct to through the sub-contractor. This is a paid position.

Work placement opportunities could enable those currently at college to complete NVQ level 3 qualifications by gaining on-site experience.

3.0 Objectives and Action Plans

3.1 OBJECTIVE 1: Work directly with 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.

There is a strong emphasis during development on the local sourcing and training of construction workers. To ensure employment and training benefits are embedded into the development process, A2Dominion's partnering terms with Willmott Dixon include requirements for the provision of trade apprenticeships, use of local labour and subcontractors. The same local employment and training clauses have been built into Willmott Dixons' procurement contracts.

A2Dominion have set a target in conjunction with Willmott Dixon based on previous experience to give us a challenging but realistic goal to achieve **20% local labour on-site during construction** (defined as those living within a 20mile radius of the development site). In order to enable local people to access the construction opportunities, we plan to match the needs of employers with the skills and training opportunities available locally, and where appropriate, work with employment/training providers to design and contribute to the costs of tailored pre-employment training.

The employment and training opportunities generated by the development will go above these requirements, offering a range of opportunities for local people to get involved, from full time jobs and vocational apprenticeships to work placements and work experience with schools. We are also committed to exploring employment opportunities outside of traditional construction, e.g. security and catering.

Lead: Willmott Dixon and A2Dominion – (BR, KC, LC, JB)

Partners: Subcontractors, Job Centre Plus, Bicester Job Club, Oxford and Cherwell Valley College, Bicester Community College, Cooper School, Adult Learning, Local Recruitment Agencies (K2, G-Force Employment Ltd, 40 Plus Recruitment, Equation Recruitment Ltd, Paige Personnel, Imploy Recruit and Bicester Jobs).

Action	Activity	Timescales	Targets /outputs	Monitoring outcomes
Embed local employment and training benefits into our partnering terms.	Local employment, training and apprenticeship clauses and the use of local labour has been built into WD procurement contracts. (WD)	Prior to appointment of sub-contractors	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).
Establish employment and training targets for minority groups on the Exemplar.	Ensure employment and training opportunities are available to local residents over the age of 18. Research current population demographics and cross-reference to typical targets reached on other construction projects nationally accounting for: gender, ethnicity. Link in with and support returning service military personal projects in Bicester, to provide opportunities for ex-servicemen and women on site. (A2D / WD)	Complete	Achieve a target of 8% female trainees/apprentices Achieve a target of 5% females across the overall workforce. Because the Black and Asian minority ethnic groups in the area are low there is no target set.	Progress against employment targets for minority groups.
Identify construction employment opportunities on Exemplar.	Disciplines include: brick laying, plumbing, carpentry, site management, horticulture, groundwork, painting and decorating, dry-lining, catering, site engineering, office administration. (WD)	Complete	Wide range of employment trades and skills required on site.	

Action	Activity	Timescales	Targets /outputs	Monitoring outcomes
Scope the training needs of local people to access job opportunities on-site.	<p>Consider opportunities to run a mobile pop-up shop to promote employment opportunities on site and/or a 'meet the contractor' event with local job seekers in partnership with Bicester Job Club and Jobcentre Plus to identify barriers people face when entering construction and their training requirements.</p> <p>Identify how skills development needs can be addressed through existing local providers and signpost job seekers on e.g. OCVC 'Get that job' programme with a range of courses free to people in receipt of benefits.</p> <p>Where gaps in training requirements and local provision exist, work with local providers to deliver bespoke pre-employment training for people to access opportunities on the Exemplar (see objective 2, pg 14). (WD / A2D)</p>	<p>Feb 2014 Every 6 Months thereafter</p> <p>March 2014</p> <p>According to demand training delivered once every 4-6 months from April 2014</p>	<p>Good positive level of local interest in construction opportunities. Skills profile and training needs of local job seekers captured.</p> <p>Development of additional pre-employment construction training in Bicester.</p>	<p>Attendance at a pop-up shop and/or a 'meet the contractor' event.</p> <p>Number accessing existing local training as a result of signposting through the project.</p> <p>Number undertaking pre-employment construction training with WD.</p>
Produce and disseminate employment and training registration form for people interested in construction opportunities on site.	Standard registration form to capture people's contact details, skills, qualifications and area of interest. Forms to be available at JCP, Bicester Job Club, local recruitment agencies, CDC Town Centre Office, construction site office and on-line at NW Bicester. (WD / A2D)	<p>Form Complete.</p> <p>On-going distribution to begin</p>	Data base of people interested in construction work on-site.	Numbers completing registration form and recorded on local labour database.

Action	Activity	Timescales	Targets /outputs	Monitoring outcomes
	WD to collate all completed registration forms and create and manage a secure local-labour database of people interested in training, placement and job opportunities on site. WD will also manage correspondence to people that have submitted registration forms to sign-post them to their best route to access opportunities on site (appendix A) and update them on the likely timescales of positions becoming available. (WD)	approx. 16 weeks prior to construction of houses		
Encourage and assist sub-contractors to recruit local labour and utilise local suppliers.	WD to write into sub-contractors orders use of local labour and where possible purchase of materials from suppliers on the Business Portal and coordinate/ lead on first stage of local recruitment for all construction opportunities on site utilizing the local labour database. (WD) WD will also advise and support subcontractors through the recruitment and interview process and share details of the local labour data base as and where appropriate to assist in meeting local labour targets. (WD)	2014 onwards throughout all phases of the Exemplar	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.
Develop a plan for the promotion of jobs locally	Capture all job marketing opportunities: site-office drop-in, NW Bicester website, Jobcentre Plus, Bicester Job Club, Recruitment Agencies, newspaper adverts, leaflets and flyers through youth related groups, attending local jobs/recruitment fairs and on Shimmy home information systems at the Exemplar. Job	On-going from March 2014	Evidencing that job opportunities have been widely promoted to local people.	Jobs advertised through local employment vehicles. Jobs recruited through Jobcentre Plus and other local employment vehicles.

Action	Activity	Timescales	Targets /outputs	Monitoring outcomes
	promotion to be reviewed and updated bi-monthly by WD. (WD/A2D)			
Coordinate School, College and University engagement activities and site visits	Deliver creative projects with primary schools closest to the site, including design, ecology and community building activities. Identify opportunities to showcase work to parents and families by way of expanding community engagement. (WD/A2D)	March 2014 onwards	One project per year of construction with each key primary school (Bure Park, Kings Meadow, Southwold).	Number and names of primary schools visited and projects with pupils delivered.
	Work with local secondary schools to promote and introduce pupils to the different range of skills and contractors working in the construction industry e.g. WD Construction Ambassadors (Management Trainees) to arrange construction related team building activities and attend school jobs fairs. Target pupils before make their GCSE options for guidance if thinking of going into construction, and depending on demand, WD to consider introducing mentoring scheme. (WD)	March 2014 onwards with best approach agreed with individual schools.	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.	Engagement with secondary schools undertaken and usefulness of exercise to inform career paths (qualitative feedback).
	Continue to employ suitable Internships from Oxford Brookes University to learn from the project and experience hands on delivery. (A2D)	2012 onwards	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.
Develop and deliver trade taster sessions in line with construction programme	We will coordinate on-site taster sessions to enable individuals from Bicester Job Club and/or local colleges to find out more about the role of each trade on-site through demonstrations and questions and	On-going from June 2014	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

Action	Activity	Timescales	Targets /outputs	Monitoring outcomes
	<p>answers with on-site sub-contactors.</p> <p>This will allow potential candidates considering applying for work experience or apprenticeships the opportunity to see the on-site roles and responsibilities of each trade before making a decision on which they want to pursue.</p>			opportunities
Develop and deliver short-term work experience programme	<p>We will offer 8 individuals from the local schools, colleges or Bicester job club work experience on site for a maximum of 2 weeks, at 25 – 30hrs per week. During this time the individual will be fully supervised and will be shadowing with one of our Build Managers.</p> <p>These individuals will not require a CSCS card and will be an un-paid role.</p> <p>The work experience placements are designed for candidates to gain experience of an on-site working environment, and can be used to scope potential apprentices for recruitment (see objective 5).</p>	On-going from June 2014	8 per year during construction to provide valuable hands on site-life experience.	<p>Work experience placements complete (16-18 yrs)</p> <p>Work experience placements complete (19 yrs plus)</p>
Develop and deliver work placement programme	We will endeavour to offer a minimum of 3 local individuals (students, people undertaking qualifications un-employed etc.) an opportunity to work within a specific trade on site for up to a 6 month period.	On-going from June 2014	Endeavour to offer a minimum of 3 per year during construction to enable people to completed NVQ level 3 qualifications.	<p>Work placement opportunities created & completed</p> <p>Work placements complete resulting in NVQ level 3</p>

Action	Activity	Timescales	Targets /outputs	Monitoring outcomes
	<p>These individuals must have relevant knowledge and qualifications in their chosen trade and be able to work un-supervised in a site environment. A CSCS card is required.</p> <p>The individuals will be employed through a labour agency and not direct to through the sub-contractor. This is a paid position.</p> <p>It is intended that work placement opportunities will enable those currently at college to complete NVQ level 3 qualifications by gaining on-site experience.</p>			<p>qualifications.</p> <p>Workplacements complete resulting in longer-term employment with sub-contractors</p>
Explore non-construction related employment or apprenticeship opportunities on-site	Explore and develop local job opportunities as an indirect result of the construction phases e.g. site security, admin, catering, cleaner for sales complex etc. (WD and A2D)	June 2014	Minimum 3 additional non-construction employment opportunities secured for local people throughout the duration of all phases of the Exemplar - to begin employment within the first 12-18months.	Number of non-construction related job opportunities for local people generated.
Develop and offer incentives to local labourers to travel sustainably to work.	Details of car share and bike loan scheme for WD employees and discounts with a local Bicester-cycle store to be included in WD travel plan. Reference to 'green travel' to be included in sub-contractor orders to encourage local labour to travel sustainably. (WD)	March 2014 onwards	As per travel plan	<p>Number of labourers taking up bike loan scheme.</p> <p>Number of labourers using car share scheme.</p>

3.2 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

We recognise that for some local job seekers, a career or training in construction may not be something that they have previously considered, especially amongst female job seekers. A2Dominion and Willmott Dixon will work closely with Bicester Job Club and Job Centre Plus to introduce the variety of construction opportunities available on site and the prospects of a career in the construction industry using real-life case studies and the support of specialist sub-contractors

By working with Bicester Job Club we hope to understand the common and personal barriers that people face when entering the construction industry and develop a series of workshops, in partnership with local training providers, in response to these.

Lead: Willmott Dixon and A2Dominion - **(BR, KC, JB)**

Partners: Cherwell District Council, Sub-contractors, Job Centre Plus, Bicester Job Club, Oxford and Cherwell Valley College, Adult Learning.

Action	Activity	Timescales	Targets /outputs	Monitoring outcomes
Work with Bicester Job Club to enable local unemployed people access to construction opportunities on the Exemplar.	WD is committed to allocating £5,000 per annum and working with Bicester Job Club during the 5 year construction of the Exemplar. WD/A2D will work closely with Bicester Job Club to shape how this money is spent to achieve the best outcomes for local people, as per the actions below. (held by WD)	On-going from Feb/ March 2014	Evidence of annual spend with Bicester Job Club and activity outputs	Retain a tab of how much spent with the Job Club each year. Added value to Bicester Job Club and experience to its customers and delivery partners.
Develop a workshop programme with Bicester Job Club to introduce construction opportunities to local job seekers.	Deliver series of construction theme-based workshops with Bicester Job Club and sub-contractors (e.g. carpentry, bricklaying, plumbing etc.) Use workshops to promote key messages about opportunities for women in construction, types of	On-going	Workshops to be delivered once every 4-6 months from start on site in-line with trades onsite at time.	Number of construction themed sessions delivered and there attendance with qualitative feedback on usefulness.

Action	Activity	Timescales	Targets /outputs	Monitoring outcomes
	opportunities on site and training/support available, including access to vocational training/ apprenticeships. (WD)			
Scope the training needs of local job seekers to access job opportunities on-site.	<p>Consider opportunities to run a mobile pop-up shop to promote employment opportunities on site and/or a 'meet the contractor' event with local job seekers in partnership with Bicester Job Club and Jobcentre Plus to identify barriers people face when entering construction and their training requirements.</p> <p>Identify how skills development needs can be addressed through existing local providers and signpost job seekers on e.g. OCVC 'Get that job' programme with a range of courses free to people in receipt of benefits.</p> <p>Where gaps in training requirements and local provision exist, work with local providers to deliver bespoke pre-employment training for people to access opportunities on the Exemplar. (WD/A2D)</p>	<p>Feb 2014</p> <p>April 2014</p> <p>According to demand training delivered once every 4-6 months from April 2014</p>	<p>Good, positive level of local interest in construction opportunities.</p> <p>Skills profile and training needs of local job seekers captured.</p> <p>Development of additional pre-employment construction training in Bicester.</p>	<p>Attendance at pop-up shop and/or at a 'meet the contractor' event.</p> <p>Number accessing existing local training as a result of signposting through the project.</p>
Work with training providers to deliver pre –employment training to interested	Deliver a work-experience programme for pre-employment training in construction (see work experience and placement programme in objective 1	On-going from June 2014	Minimum of 8 work-experience placements per year	Numbers undertaking work experience and duration completed (see objective 1).

Action	Activity	Timescales	Targets /outputs	Monitoring outcomes
applicants. (Links from Objective 1, pg 7)	<p>pg 10/11 for details).</p> <p>Assist people to tailor their CVs to the requirements of the construction sector.</p> <p>Mentor people through the CSCS qualification with tests conducted at local training centres in the Cherwell District and fund CSCS cards where participants are not eligible to receive training free through OCVC. Mentoring offered to all, WD to fund 8 tests per year in line with work placement opportunities.</p> <p>Coordinate mock interviews with construction managers with feedback opportunities.</p> <p>Have awareness to sign-post people for assistance beyond our scope e.g. basic maths and English. (WD)</p>		<p>during construction.</p> <p>Local people participating in pre-employment construction training. (Numbers will vary according to need and demand).</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>
Consider with CDC opportunities to establish links with other local construction related businesses to offer wider construction opportunities to local residents.	<p>Identify other local construction businesses identified through the NW Bicester Business Portal and CDC's retro-fitting programme, opportunities to run workshops / training with Bicester Job Club to add value to the support already provided by NW Bicester.</p> <p>Increase construction related employment opportunities for local job seekers by championing and making employers more aware of the skills and</p>	September 2014 onwards	Existing businesses joining together to support the work of Bicester Job Club and promote local employment opportunities.	Number of additional existing businesses joining in with the Bicester Job Club Workshop Programme.

Action	Activity	Timescales	Targets /outputs	Monitoring outcomes
	<p>capabilities within Bicester Job Club.</p> <p>Work with CDC to facilitate local contractors on Bicester construction sites to make referrals to one another, e.g., brick-laying phase is coming to an end here, but beginning elsewhere. (CDC/A2D)</p>			

3.3 OBJECTIVE 3: Promote and market home working on the site

We are committed to promoting the use of homeworking across the Exemplar. We intend to promote and market the benefits of homeworking not just in terms of the environment but also from a work/life balance perspective to all residents of NW Bicester with a tenure blind approach.

The rise in the levels of homeworking, 20% over the decade, is a significant indicator of wider changes taking place in the world of work. 1 in 8 people in work now works mostly at or from home and another 20% do so for less than 3 days per week. (Source: Labour Force Survey). By promoting home work on the Exemplar we also hope to discourage the development becoming a dormitory for commuters.

Lead: A2Dominion - (LC, KF, MM)

Partners: Remarkable, Cherwell District Council

Action	Activity	Timescales	Targets /outputs	Monitoring outcomes
Publicise Local Lettings Plan criteria that stipulates 70% of affordable housing tenants should be either in employment, training or regularly volunteering.	<p>A2Dominion to update standard tenancy agreement for NW Bicester with a clause around home working.</p> <p>Work with CDC to develop adverts to encourage those bidding for affordable units that we want to attract working people to live here (including those that work</p>	<p>March 2014</p> <p>June 2014</p>	70% or all affordable housing tenants signed up either in employment, training or regularly volunteering.	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.

Action	Activity	Timescales	Targets /outputs	Monitoring outcomes
	from home). Adverts to include Information, Advice and Guidance (IAG) for where people can access local volunteering opportunities, or receive help gaining training or employment. (A2D/CDC)		Residents on local housing register better informed about where to access employment support and volunteer opportunities.	
Demonstrate set-up of working from home to potential buyers and tenants.	<p>Showcase features in the show homes that facilitate home working provision e.g. furnishing one of the rooms as a study /occasional guest room or setting up a home working area within the garage space. Optional incentives will also be available to potential buyers to encourage working from home. These include: O-Pod eco-friendly studios that can be erected in the garden, loft /garage conversions in certain house types and separate telephone lines for home office use.</p> <p>Promote superfast BT open reach broadband access as an incentive to new businesses start-up and to residents with office based jobs to work from home more frequently. (A2D)</p>	January 2015	<p>Uptake in people creating a dedicated home-working space.</p> <p>Reduced travel to work.</p>	<p>Resident's surveys to identify total numbers working from home and frequency of home working for those non-home based. (This information will be automatically collected for A2Dominion tenants as part of the Groups 'getting to know you' policy.</p> <p>Number of properties with home office loft / garage conversions or O-Pods in gardens.</p>
Continued promotion of homeworking within the community as development	As the community becomes more established, encourage and support the set-up of a home working forum.	Once 100 th dwelling becomes	Creation of networking opportunities to	Number and percentage of known home workers joining forum and qualitative exchange

Action	Activity	Timescales	Targets /outputs	Monitoring outcomes
becomes occupied.	Use forum /Shimmy as a conduit for people to swap tips and discuss benefits of working from home. (A2D)	occupied.	encourage local commerce and community cohesion	of residents experience.
Make information about the advantages of working from home widely available.	Develop information leaflets, a tab on Shimmy and NW Bicester Website explaining the environmental, economic, community and lifestyle benefits of working from home. Include information about assistance available locally. (A2D)	On-going	Assisting residents to make informed lifestyle choices.	More residents encouraged to work from home.
Make connections with the Eco Business Centre	Discuss opportunities with CDC for home-workers to use hot desks facilities within the Eco Business Centre and access Wi-Fi in public places / cafes. (A2D/CDC)	April 2014	To counteract isolation sometimes experienced by home workers and make home working more attractive.	Demand for hot desk provision at the Eco Business Centre.

3.4 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

As well as establishing a local business portal for sub-contractors and suppliers to register their details on, we are committed to delivering supply chain events that enable local businesses to engage directly with A2Dominion and our main contractor Willmott Dixon. The delivery of supply chain events will serve multiple purposes including: providing businesses with specific details about the employer’s requirements and expectations, outlining the procurement process and providing B2B networking opportunities.

Lead: A2Dominion and Willmott Dixon - (LC, JB, KC)

Partners: Sub-contractors, Remarkable, Cherwell District Council, Bicester Chambers of Commerce, Bicester Vision, Oxford Innovation, Bicester Business Network, Oxfordshire Construction and Training Group.

Action	Activity	Timescales	Targets /outputs	Monitoring outcomes
A2Dominion & Willmott Dixon to co-ordinate and deliver 'Meet the Contractor' supply chain events.	Supply chain events to be themed (e.g. catering for the provision of an on-site canteen) and delivered according to the phasing of the development. A2Dominion and WD to work with local business partnerships to identify and send invites to relevant local businesses and promote via on-line business networks and phone calls / site visits. (WD/A2D)	One per phase at start of each phase	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 events.
Review and promote wider involvement opportunities on the development.	Map out opportunities beyond construction for local companies and service providers to be involved, e.g. arts commissioning for show homes and public space, or a bike store/temporary bike-fixing workshop on site. Develop briefs for additional services and products and identify businesses to approach and discuss with. (A2D)	On-going	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.
Consider other ways of communicating opportunities on the development to local businesses that complements the delivery of supply chain events.	Work with CDC and Local Business Partnerships to identify and attend existing and established business networking events to promote supply chain opportunities, to take pressure off SMEs allocating resources to attend additional events. (e.g. Bicester Chambers of Commerce Breakfast Meetings) (WD/A2D)	On-going	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.

3.5 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.

The apprenticeship scheme aims to provide local residents with valuable work experience and NVQ training in a diverse range of construction trades and eco-construction technologies. The experience and skills gained by apprentices are likely to lead to: improved job prospects, access to new job opportunities and a skilled resident workforce in preparation for the build-out of the 5,000 homes at NW Bicester.

Lead: A2Dominion and Willmott Dixon - **(JB, BR, KC)**

Partners: Subcontractors, Job Centre Plus, Bicester Job Club, Oxford and Cherwell Valley College, ACE Training, Cooper School, Bicester Community College, Work programme providers, Oxford Brookes University, Oxcentric, Bicester Early Intervention Hub, Oxford County Council (OCC), National Apprenticeship Service (NAS), National Skills Academy (NSA), Oxfordshire Apprenticeships (OA).

Action	Activity	Timescales	Targets /outputs	Monitoring outcomes
Identify apprenticeship opportunities on site during construction.	Disciplines include: brick laying, plumbing, carpentry, site management, horticulture, groundwork (as per section 2, table 2.1, pg 3). Consider wider site-opportunities beyond traditional trades, e.g. with Stuart Milne – the timber frame manufacturer and other sub-contractors. (WD)	Complete	Apprenticeship opportunities clearly identified and agreed with WD.	Number applying for apprenticeship opportunities on Exemplar.
Identify work placement and apprenticeship training delivery partners.	Oxford & Cherwell Valley College (known as Bicester College from Nov 2013) and ACE Training in Kidlington (specialising in carpentry and bricklaying) have been identified and interviewed. Further discussions to take place with other potential training providers in the county such as a shared apprenticeship scheme. Criteria to be identified by which to select most appropriate provider(s). (A2D / WD)	Complete by April 2014	3 potential training delivery partners on-board.	

Action	Activity	Timescales	Targets /outputs	Monitoring outcomes
Identify apprenticeship delivery targets	<p>Apprenticeship opportunities are to be made available all and encouraged to male and female residents. (Funding for different age groups varies depending on circumstances).</p> <p>If employed through the shared-apprenticeship route some apprentices will be required to move on to other projects with other contractors in order to finish their qualifications and gain all of the relevant on-site experience.</p> <p>They will only be counted towards our targets as a 'newly created' apprentice if recruited through the NW Bicester process and with their first placement on the Exemplar. However, should an existing apprentice in the local area require a period on the Exemplar site to complete their apprenticeship, they will also be recorded as a 'safeguarded apprenticeship'.</p>	Complete	<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 newly created apprenticeships complete against minimum of 10 target.</p> <p>Total number of apprenticeships safeguarded.</p>
Advertise positions	Consider all advertising opportunities: NW Bicester website, OCVC, ACE Training, Bicester Community College, Cooper School, Oxcentric, JCP, National Apprenticeship Vacancy Matching Service, Oxfordshire Apprenticeships, local advertising publications. (WD / A2D)	On-going	Evidencing that apprenticeship opportunities have been widely promoted to local people.	Breadth of advertising achieved on apprenticeship positions.
Conduct recruitment / referral process	Develop employment and training registration form for those interested in apprenticeships. Selection	On-going, first 2 in	Suitable candidates identified that are 16	Number of people registering for apprenticeship

Action	Activity	Timescales	Targets /outputs	Monitoring outcomes
	<p>process to identify suitable candidates over 16 years qualified to diploma level.</p> <p>All candidates to be assessed on a case by case basis as well as referrals received from OCVC, ACE Training and other training providers also identified.</p> <p>Offer taster sessions and work experience opportunities to potential candidates to see if they enjoy on-site experience / are suitable for role. (WD)</p>	place by June 2014	plus and qualified to diploma level.	<p>opportunities via the employment registration form.</p> <p>Number undertaking taster sessions or work experience placements as part of apprenticeship recruitment process.</p>
Offer assistance gaining CSCS cards to apprentices that don't have them before going on site.	<p>Support, mentoring and offer to fund (if not already covered by their apprenticeship agreement as is the case with some shared apprentice scheme providers). One test per apprentice and work placement opportunity will be funded (candidates will only be put forward once they are considered ready). (WD)</p>	On-going	CSCS card qualifications	Numbers assisted to obtain Construction Skills Certification Scheme (CSCS) qualifications.
Establish an apprenticeship delivery and management plan between the main contractor and identified training providers for the scheme	<p>All apprentices to be provided with PPE, a starter pack and basic tools from WD.</p> <p>Within 6-weeks of an apprentice starting, a personal development plan and targets will be set out for them and reviewed every 3 months by WD.</p> <p>Training providers will also send out assessors to check the progress of apprentices regularly.</p> <p>WD will guarantee all apprentices on the exemplar the</p>	March 2014	Management plan agreed to offer maximum benefits and development opportunities to apprentices.	Supply evidence apprenticeship agreement

Action	Activity	Timescales	Targets /outputs	Monitoring outcomes
	<p>national minimum wage as opposed to the national apprenticeship wage currently set at £2.68. 21 years & over = £6.31, 18 – 20 years = £5.03, Under 18 years = £3.72.</p> <p>Assistance with travel will be dependent on the host employee of each apprentice. (WD)</p>			
Explore opportunities to add on qualifications in environmental technologies via NSA, OCVC and through links via OCC.	As core apprenticeship training qualifications are general construction based, explore potential for candidates to take additional modules in environmental technologies and eco-construction offered by OCVC e.g. photovoltaic installation and maintenance. (WD / A2D)	June 2014	50% of apprentices going-on to complete further environmental technologies qualifications.	Number of apprentices undertaking bolt on environmental technologies qualifications.
Develop with WD a management training programme to support opportunities for progression.	WD offers an in-house leadership and management training programme for exceptional apprentices to apply to and progress onto. (WD)	March 2015 (WD have one intake per year)	Minimum of 1 apprentice moving on to a management programme at WD (where appropriate).	<p>Number of qualified apprentices moving onto WD in-house leadership and management scheme.</p> <p>Number of qualified apprentices securing permanent jobs with subcontractors working on the Exemplar.</p>
Develop in partnership guidance to encourage and champion other local businesses to take on apprentices.	Work in partnership with CDC, OCC, Bicester Vision, OA, Bicester Chambers of Commerce and OCVC to encourage other employers to take on apprenticeships and add to the number of vocational training opportunities available locally for Bicester residents. (CDC, OCC)	March 2015	Colleges and training providers have access to more placement opportunities.	Progress in number of other local employers taking on local apprentices.

3.6 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.

A2Dominion and Willmott Dixon are committed to share the economic benefits of the Exemplar Development with local businesses. In order to do so a business portal has been created to enable local businesses to tell us about their products and services to be considered for the tendering process. Subject to meeting tender requirements, local sub-contractors and suppliers will be prioritised if they can demonstrate a green and competitive product and a local connection to the area.

The portal goes above and beyond these requirements by giving businesses the opportunity to access free sustainability support and guidance to improve their eco-credentials, and by developing an accreditation scheme for those selected on-site to assist them in accessing future development opportunities.

Lead: A2Dominion and Willmott Dixon - (LC, EA)

Partners: Remarkable, Willmott Dixon, Cherwell District Council, Bicester Vision, Bicester Chamber of Commerce, BioRegional, Cherwell Investment Partnership (CHIP), Sustainable Oxfordshire Link (SOL).

Action	Activity	Timescales	Targets /outputs	Monitoring outcomes
Design and activate a website to enable local subcontractors and suppliers to submit their details for pre-tender selection by the main contractor.	Local business portal created on NW Bicester website. (A2D)	Complete	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).

Action	Activity	Timescales	Targets /outputs	Monitoring outcomes
Provide publicity once site is live to ensure that local businesses are fully aware of the opportunities.	<p>Local Business and Political Leaders were invited to portal launch event 4 April 2012, with follow-up PR and in the local press and via local business networks. Posters and leaflets with Portal address distributed to all local builders Merchants with site visits conducted by Strategic Partnership Coordinator.</p> <p>Press releases/ positive updates and announcements made to promote the portal when business registration milestones have been reached (e.g. 100 businesses registered).</p> <p>Push sign-ups when we enter specific phases of the development with emphasis on certain trades. (A2D)</p>	<p>Complete</p> <p>On-going</p>	Over 40 attendees to launch event, including MP for North Oxfordshire.	
Manage, monitor and review entries made on Businesses Portal.	<p>WD regularly reviews and manages entries on the portal and sends out enquires to identified suitable businesses for each phase of construction.</p> <p>WD and A2D monitor overall registration numbers, identify and retain details of trades suitable for latter phases of development (e.g. landscaping and school furniture suppliers) and reviews user experience, making suggestions for improvements where appropriate. (WD)</p>	April 2012 – 2018 with on-going communication from WD throughout life of project	Local businesses on board and communicated to about the progress of the development.	<p>Number of local businesses sent tender enquiries by WD.</p> <p>Number of local businesses successfully competing for work on the construction of the development.</p>
Examine opportunities to draw down funding to support existing businesses to	BioRegional Sustainable Construction Workshop offered to all registered businesses, attended by 30 from Bicester and Oxfordshire area.	Complete	To improve the businesses sustainability	Number of businesses receiving free business sustainability support and nature/value of

Action	Activity	Timescales	Targets /outputs	Monitoring outcomes
adopt more environmentally sustainable business practices.	Consider further funding opportunities to support this. (A2D)	On-going	practice of Bicester businesses and facilitate them to compete more effectively for opportunities on NW Bicester and future eco-developments.	this.
Maintain communication with businesses that have registered on the site.	A2D to provide 6-monthly e-newsletter to registered businesses with latest updates on development and successful local contracts awarded. WD to manage and provide individual correspondence to registered businesses offering (as appropriate) information about whether their product or service is relevant and which phase of works their product or service is likely to fall in (if any), tender opportunities and whether companies have been successful in tendering or not. (WD)	April 2012 - 2018	Maintain interest and develop positive relationships with potential suppliers and local businesses.	
Promote and celebrate examples of local businesses successfully competing for work.	Press releases, e-newsletters to all registered businesses, alerts via business networks and social media. (A2D)	April 2012 - 2018	To continue to attract supplier registrations for latter phases	

4.0 Monitoring method and frequency schedule

A monitoring method and frequency schedule has been drafted to identify the most effective way to provide meaningful rather than ad-hoc feedback on the ETMP outcomes to Cherwell District Council (appendix B). It is envisaged that the feedback frequency will range from quarterly to biennially, based on the outcome being reviewed, for instance, with build out and occupation rates the number of residents undertaking homeworking will be recorded in a biennial survey with residents while in contrast, numbers completing and returning employment registration forms could be provided quarterly.

A practical review of this schedule will be undertaken **during early site meetings of A2Dominion and Willmott Dixon** as to the appropriate frequency to feedback on each action in order to provide tangible outcomes. Equally, there may be some outcomes that are not measured by A2Dominion but CDC direct, for instance, the percentage of other local businesses talking on apprentices as a result of NW Bicester championing their experiences.

5.0 Contacts

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