

2021

Training, Employment & Business strategy for Oxford North



Tom Storey
Storey Consulting
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Executive Summary

Oxford North will realise the vision of Thomas White Oxford (TWO), on behalf of St John's College, Oxford, to build a sustainable community on 64 acres of land, creating 480 homes and jobs for Oxford. Working with a world-class team of master-planners and architects, landscape designers and consultants, and in discussion with Oxford City Council, Oxfordshire County Council, and Oxfordshire Local Enterprise partnership (OxLEP), we will be transforming a significant part of Oxford. It will be bringing together academia and commerce to join forces to turn research into successful businesses and supporting the economy, enabling Oxford to continue to thrive as one of the world's greatest cities.

With this approach central to our proposed methodology concerning Employment & Skills on the Oxford North we want to ensure that we :

- Understand the jobs local people want.
- Provide them with the skills they need to get those jobs and progress.
- Identify skills gaps.
- Recognise how disruption across many sectors is creating exciting new careers.
- Engagement with our wider supply chain to maximise opportunities for local people.

Proposed methodology

- Engage with individuals that the council identify with shared protective characteristics to establish their career objectives and identify routeways into employment for them.
- Engage with OxLEP, Oxford City Council, voluntary/community sector, training providers to establish the creation of a talent pool of local residents we can link to the opportunities created.
- Ensure we engage with supply chain to identify how they currently engage with local residents and how through supply chain management we can maximise opportunities for local residents.
- Provide detailed workforce planning data to enable the referral organisations sufficient time to caseload suitable candidates.
- Work with local training providers to develop short courses linked to skills gaps which will maximise the opportunities for individuals to re-train and be re-deployed that come from sectors adversely affected by COVID.
- We will also provide Apprenticeship opportunities to local people through this engagement with the local training providers.

1 Overview of the project

Oxford North will unlock previously inaccessible land to residents, visitors and people passing through, transforming the area with tree-lined streets and a mix of laboratories and workspaces, homes, leisure, arts and culture, and open green spaces for everyone to enjoy.



2 S106 Obligations

Schedule 7 – Training and other measures

The Owner agrees with the City Council and covenants unless otherwise agreed with the City Council so as to bind the Land as follows except that paragraphs 2.2, 2.3, 2.4 2.7, 2.8, 2.9, 3.4 and 4.2 relate only to and bind separately each Sub-Phase containing one or more Commercial Units or (except for sub paragraph 4.2 which applies only to the Sub-Phase and not to separate Commercial Units within a Sub-Phase) each Commercial Unit if there is more than one Commercial Unit in a Sub-Phase so that each relevant Sub-Phase (or Commercial Unit as the context requires) is responsible for its own performance of the said paragraphs and no other part of this Schedule 7 shall relate to or bind any such Sub-Phase or Commercial Unit once it becomes bound by the said paragraphs and in the said paragraphs (except for paragraph 4.2) the expression "Sub-Phase" shall for the purposes of this Schedule 7 include the Detailed Part as a separate Sub-Phase and be read as "Sub-Phase or as the case may be Commercial Unit":

1 GENERAL

- 1.1 Unless a different time is agreed with the City Council in writing no later than three months prior to Implementation of the Development the Owner shall meet (along with the Owner's main contractor at that time) with representatives from the City Council's Economic Development Team (or its equivalent) having consulted with the Local Enterprise Partnership to discuss the basis and methodology for how the Owner shall bring forward any employment, training and enterprise initiatives:
- 1.2 Unless a different time is agreed with the City Council in writing no later than two months prior to Implementation of the Development the Owner shall:
 - (a) appoint an Local Employment Co-ordinator; and
 - (b) submit a Training, Employment and Business Strategy to the City Council for its written approval (in consultation with the City Council's Economic Development Team)
- 1.3 Except to the extent of any other agreement in writing with the City Council at the time, the Owner shall not Implement the Development until a Training, Employment and Business Strategy has been submitted for approval and approved by the City Council in writing and (if such approval is reasonably declined) to resubmit the Training, Employment and Business Strategy until such time as the City Council is able to approve the same.
- 1.4 The Owner shall use Reasonable Endeavours to implement and comply with the approved Training, Employment and Business Strategy during the Construction Phase.
- 1.5 The Owner shall issue a written statement (generally in the form set out in Appendix 2 to this Deed) to prospective contractors and sub-contractors at the stage or stages at which work which is part of the Development is tendered and to prospective tenants/owners of the Commercial Units when first identified which sets out the obligations in this Schedule and the Owner's commitment to ensuring that the obligations contained in this Schedule are complied with.
- 1.6 So far as necessary to achieve the obligations set out in this Schedule and in accordance with any relevant provisions of the approved Training Employment and Business Strategy the Owner shall use Reasonable Endeavours to ensure that any contracts or sub-contracts relating to the construction of the Development contain appropriate provisions to require compliance with the obligations under this Schedule.
- 1.7 Unless otherwise agreed in writing with the City Council, the Owner shall not Implement the Development until the obligations contained in paragraph 1.1, 1.3, 2.1 and 3.1 of this Schedule have been complied with to the reasonable satisfaction of the City Council.

- 1.8 It is agreed that the Owner shall not be required to observe or perform any obligation in this Schedule if and to the extent that such observance or performance contravenes any statutory or regulatory requirement or is inconsistent or in conflict with the approved Training Employment and Business Strategy.

2 EMPLOYMENT

Construction Phase

- 2.1 No later than 10 Working Days prior to meeting with the City Council in accordance with paragraph 1.1 of this Schedule the Owner shall provide the City Council's Economic Development Team with its estimate of the baseline employment figures which are expected to be created in the Construction Phase of the Development and from that a schedule of the expected job vacancies (types and number (or estimates)) that will be created for the Detailed Part and each Sub-Phase during the Construction Phase of the Development.
- 2.2 Prior to commencing the Construction Phase in the Detailed Part and each Sub-Phase the Owner shall advertise all job vacancies for the Construction Phase of the Detailed Part and/or Sub-Phase as the case may be through the City Council's job-brokerage service (or any other alternatives agreed between the parties) for a period of at least four weeks or as provided for in the approved Training Employment and Business Strategy.
- 2.3 The Owner shall use Reasonable Endeavours to ensure that 15 per cent of the job vacancies identified in paragraph 2.1 and advertised in accordance with paragraph 2.2 from time to time are taken up by Local Residents.
- 2.4 The Owner shall work consistently with the City Council during the Construction Phase of the Detailed Part and/or Sub-Phase as the case may be to promote and advertise employment opportunities at and arising from the relevant Detailed Part and/or Sub-Phase to Local Residents by informing the City Council of any employment opportunities as and when they become available.
- 2.5 During the Construction Phase of the Development the Owner shall provide the City Council's Economic Development Team with monitoring returns in respect of the relevant employment of Local Residents on a quarterly basis.
- 2.6 The Owner shall work towards promoting construction employment at the Development to Local Residents via job fairs, career talks and workshops.

End User Phase for Sub-Phases containing one or more Commercial Units

It is agreed that paragraphs 2.7 to 2.9 shall apply (separately and not jointly) to each Sub-Phase containing one or more Commercial Units

- 2.7 In relation to the relevant Sub-Phase, prior to first Occupation of that Sub-Phase, the Owner shall provide the City Council's Economic Development Team with the baseline employment figures which as far as can be estimated at that time are expected to be created in the End User Phase for the relevant Sub-Phase and from that a schedule of the new job vacancies that will be created (as far as can be estimated at that time) within the End User Phase in that Sub-Phase.
- 2.8 In relation to the relevant Sub-Phase, the Owner shall ensure that all job vacancies for the End User Phase for that Sub-Phase are advertised to Local Residents through the City Council's job-brokerage service (or any other alternative agreed between the parties) for a period of at least four weeks (but subject to any reasonable reduction in this minimum figure to reflect the circumstances of the occupier of the relevant Sub-Phase for example when relocating from a different area and seeking to retain existing workforce).
- 2.9 In relation to the relevant Sub-Phase, the Owner shall:

3 Job creation & phasing

3.1 Diversity of Opportunities

TWO recognises that the development will be of great interest to local people in that it will create a variety of opportunities both during construction and in end-use jobs in a range of different roles and sectors. TWO is committed to working closely with a number of stakeholders and training / skill providers to develop a long term approach to ensuring that local people, particularly young people, have the opportunity to benefit from the new opportunities that are being created in their neighbourhood.

3.2 Phases of the project

The first phase of the masterplan consists of development on the western edges of the site, around the transformed A40 and along the newly created street that links through to the A44. Pedestrian and cycle connections to the Oxford Canal and through to the park and ride site are established from the outset, and subphases of development comprise both residential and employment uses. Phase 1 components are as follows. The Plots 1A-1D will provide new frontage on both sides of the A40 and the new street . This phase will also provide workspace and a mix of houses and flats. It will also provide a hotel and local retail. The southern open space delivered with plots comprising 1D to be brought forward by residential joint venture partner. This will also include temporary car parking and bike store at the north of the link road Infrastructure. The 'Link road' will create new tree-lined street through the site. This phase of work will also include the Peartree Roundabout improvements alongside improvements proposed by Oxfordshire County Council to the A40 bus and cycle lanes. This will also include Cycle and pedestrian routes from Joe White's Lane to Park&Ride, including a new crossing over A44. The second phase of development continues the broadly clockwise trajectory of construction, bringing forward substantial mixed-use development clusters on the north side of the new street linking between the A40 and A44. Plots 2A- 2E will form northern edge of new internal street and frontage to the A40 and A44. This will include additional local retail. The A44 transformation will include new/ improved junctions, cycle and bus improvements and landscaping. The third phase of development fills out the central section of the masterplan, enclosing the Green on its eastern and southern edges. This will include the remainder of central landscaped being delivered along with a main public square. Plots 3A/3B delivered, completing western frontage to A44 and eastern frontage to A40 and will include workspace and additional local retail.

4 Analysis of Need

4.1 Desk top Analysis

Following engagement with Oxford City Council & the OxLEP, desk-top analysis has been undertaken of the following documents which has informed the development of this strategy :

- Oxford core strategy 2026.
- Northern Gateway Area action plan.
- Oxford local plan 2036.
- Cambridge- Milton Keynes-Oxford Corridor : Interim report.

- Employment & Skills Technical Advice Note (TAN) 2
- OxLEP Local skills report and plan March 2021

4.2 Workshop with Oxford City Council/OxLEP

We attended a workshop with Oxford City council and OxLEP to provide them with an overview of our proposed approach and requested insights from them on what they would want reflected in the strategy. The feedback from them included :

- Outline how we will re-skill individuals that have been affected by COVID structural change.
- Outline how we will focus on opportunities created with the transition to a low carbon economy.
- Outline how we will look to provide opportunities at all levels including entry level, reskilling and higher.
- Make a range of opportunities available including apprenticeships for school leavers and graduate positions.
- Outline a desire to work with NEETs, reskilling and upskilling the over 50s.
- Engage with work experience, volunteering and the kick start programme.

5 Council priorities

5.1 Priorities

It became evident from the research undertaken and the engagement we had that the following were the priorities for the council and that these priorities should be reflected in the strategy.

- Youth and apprenticeships
- Local labour, supply chain and procurement
- Engaging with education
- Disadvantage and communities to achieve a more inclusive economy
- Partnership support
- Reskilling, upskilling older people into new careers

5.2 Labour Market challenges

It became evident from the research and engagement undertaken that there are skills shortages within high value-added job roles and there are labour shortages within lower value-added job roles. This strategy will look to reflect that need.

6 Demographics

We have undertaken analysis of the labour market profile of the area. We are particularly keen to track those impact by COVID to establish what support we can provide them and also how we

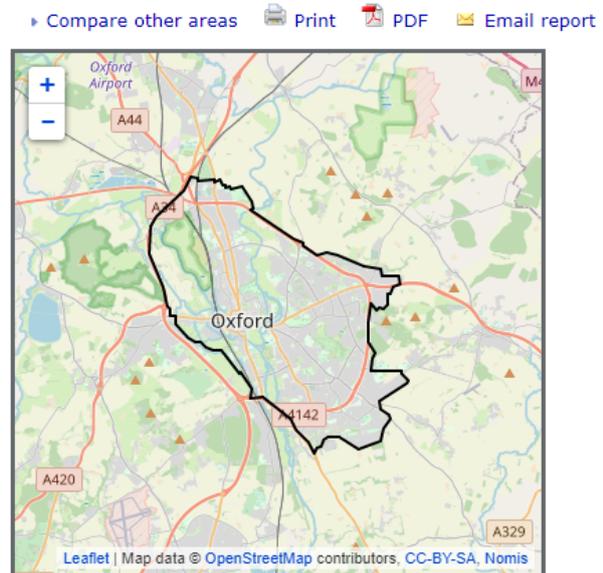
support the priority groups that are identified through on going engagement with Oxford City Council and OxLEP.

Labour Market Profile - Oxford

The profile brings together data from several sources. Details about these and related terminology are given in the [definitions section](#).

All figures are the most recent available.

- ▶ Resident population
- ▶ Employment and unemployment
- ▶ Economic inactivity
- ▶ Workless households
- ▶ Employment by occupation
- ▶ Qualifications
- ▶ Earnings by place of residence
- ▶ Out-of-work benefits
- ▶ Jobs (total jobs / employee jobs)
- ▶ Civil Service jobs
- ▶ Businesses



We are very keen to work with Oxford City council and OxLEP to ensure that the approach we take reflect local and national need to ensure where possible we can work with the Council/OxLEP to support securing funding through either DWP/AEB etc to ensure we can be innovative in our approach and reflect the local need.

7 Areas of focus

The diagram in Appendix 1 outlines the different areas of focus which includes

- Design & Consultancy
- Construction trades
- Professional
- End-use

7.1 Professional skills

We will engage with our consultancy supply chain including project managers, quantity surveyors, sustainability consultants to understand their skills gaps and how we can work together to support your approach to:

- Diversity, equality & inclusion
- Digital transformation
- Green skills
- Use of Apprenticeship levy vouchers
- Workforce planning

On a very practical level this means engaging with their colleagues in HR to ensure when they have recruitment needs these are shared with the organisations in the area. This list of organisations we engage with will evolve as the plan evolves and will include :

- Oxfordshire Provider Network
- ACE training
- FE & HE providers through the Oxfordshire Provider network
- Abingdon & Witney College
- Bicester Construction Skills centre which is part of AW College
- Activate learning
- The Henley College
- DWP (Department of work and pensions)
- CITB (Construction Industry Training board)
- Local Charity Aspire

7.2 Construction Skills

For each of these phases we will undertake a skills' forecasting exercise to establish the required Construction workforce and Apprenticeship opportunities that the project will provide. This information will be provided to Oxford City Council, OxLEP and other partners to identify the groups that may be targeted for employment & training. Once we have established these requirements they will be provided to the contractor on each project and each contractor will have responsibility for the delivery of their elements of the targets which will be included within their respective contracts.

Although the projects within each phase vary in size and duration we will ensure the same methodology is explored to ensure we are maximising the opportunities on each project through a methodical analysis of each stage of each project to ensure we have maximised opportunities for local residents and local business. We have provided below each area of work that we will use reasonable endeavours to secure opportunities within and have provided an indication of what these opportunities might be to enable the council and our referral partners sufficient time to source suitable candidates. Each phase will be required to produce their own Community Employment plan which reflects the template provided in the Employment & Skills Technical Advice note. The Appendix 3 provides an example of this approach within the first phase of work.

7.2.1 Site logistics and Office

The first area of activity we will take this approach is within site security which potentially provides a good source of entry level roles. In terms of apprentices the logistics contractor appointed will be requested to use their apprenticeship levy vouchers to put locally based individuals through management qualifications. The set up and installation of the site welfare, canteen and contractor's office also provide an opportunity to support local individuals on the project. It also presents an opportunity to have individuals employed for the entire duration of the project. This element of the project is crucial in showing our commitment to support locally based individuals into work from the beginning, tracking the activity undertaken and can enable us to undertake a high number of the short courses (Traffic marshal, CSCS etc) needed for our targets. Welfare facilities would be provided on

the Site and would include toilets, washing and changing facilities and a canteen with a kitchen. These all provide good opportunities for not only entry level jobs but also potentially a locally based catering company. Site offices for the Principal Contractor and sub-contractors would also be provided together with Applicant and Consultant requirements. These offices would provide good opportunities for reception staff, and secretarial staff.

Local employment opportunities

• Traffic marshals. • Logistics operatives. • Canteen workers. • Out of hours security/CCTV management. Apprenticeship opportunities • Logistics management. • Document control. • Quantity Surveying. • Project Management.

7.2.2 Excavation and piling

The laying of the piling mat and piling rigs would present an opportunity to employ Construction Operative/Piling Operative apprentices. Each phase of the Proposed Development would be located on varied ground conditions and each phase would require varied excavating and levelling for the formation. Most of the excavation would be carried out by large 360° excavators and shovels. This again presents an opportunity to address skills gaps within the plant sector. The basement construction sequence will provide opportunities for construction operative apprentices. The sector has already created a Construction piling operations apprenticeship. In this role the individual assists in driving, boring and forming piles in the ground in order to provide firm support for buildings. The work includes supporting piling plant machine operatives and specialist piling operatives by performing a variety of manual and mechanically assisted tasks which will include: load and unload, handle and move materials, prepare, measure, mark and cut materials, monitoring and reporting progress, guide and control the movement and operation of plant, machinery and vehicles. Prepare, check, control and maintain machinery and equipment in use. They also learn to recover, clean and maintain equipment for reuse.

Local employment opportunities • Engineers • Specialist piling operatives • Piling plant operatives Apprenticeship opportunities • Engineers (Higher Apprenticeships) • Construction operations • Construction Piling operations

7.2.3 Substructure Works

The construction of pile caps and ground beams along with installation of the utilities corridors also provide opportunities for locally based specialists or apprentices. Construction operations apprenticeships covers the concrete frame that would be used for the majority of blocks and buildings, comprising reinforced concrete walls, columns, slabs and stairs. This project also presents an opportunity to support Oxford City Council to have a better understanding of Modern methods of construction and the opportunities this presents for their residents. There could well be prefabrication off-site, which may include; precast columns, cores, walls and stairs together with Modern Methods of Construction (MMC) including the use of volumetric options and Cross Laminated Timber (CLT). This presents an opportunity to provide local training providers with the offer to introduce the manufacturers and suppliers of these systems into the delivery of the training provided for local residents. Often the access to these employment opportunities is linked to the warranties the manufacturers and suppliers have on their products which can be delivered through short courses. This will support you greatly with the short courses targets.

Local employment opportunities • Formwork • Off site manufacturing installation. Apprenticeship opportunities

7.2.4 Façade

Façades are another area where the specialist nature of modern methods of construction present challenges for local employment and apprenticeships. It is envisaged that there will be a selection of unitised cladding systems for the tallest buildings, Reglit-type glazing, standard brick and glazed brick in a number of combinations.

7.2.5 Fit out works

The fit-out stage is traditionally the stage which presents the largest number of opportunities for both local employment and apprenticeships. This work will include the installation of drainage stacks, floor screeding, if required, and internal partitions and walls. This provides opportunities within Drylining, screeding, Metsec framing etc. Electrical and plumbing services would then proceed followed by boarding to walls and ceilings and plastering ready for kitchen and bathroom installation, floor and wall finishes and joinery. Painting & Decorating also presents an opportunity in both local employment and apprenticeships.

Local employment opportunities • Drylining • Ceilings and plastering • Electrical • Plumbing • Carpentry Apprenticeship opportunities • Drylining • Ceilings and plastering • Electrical • Plumbing •

7.2.6 External/Landscaping

There exist opportunities for local based individuals and apprentices within arboriculture and would be carried out in accordance with the landscaping proposals. This would also include public realm as well as a series of communal amenity areas. The Arboriculture, Forestry, Horticulture and Landscape Apprenticeship Group has gained approval from the Institute for Apprenticeships and Technical Education to develop four new apprenticeships. The proposed apprenticeships are as follows:

- Arboriculturist - Level 4 (a step above an A-Level)
- Horticulture Technical Manager - Level 5 (foundation degree level)
- Professional Arboriculturist - Level 6 (degree level)
- Professional Forester - Level 6 (degree level)

Local employment opportunities • Landscaping Apprenticeship opportunities • Construction Operations

7.3 Green skills

We recognise there is a huge opportunity to work with Oxford City Council and OxLEP to create a Green Skills strategy which maximises the opportunities for local individuals to be employed in the transition to a low carbon economy. The areas we will focus that activity around will be :

- Carbon management
- Waste management
- Circular economy
- Sustainable design
- Sustainable material use
- Bio-diversity

- Clean tech
- Green tech

This Green skills strategy will include project specific labour forecasting which will identify the jobs that will be created in this area of activity and a timeline to ensure successful delivery. We will also look to ensure the approach we take is aligned with the Council/OxLEP priorities in this regard.

7.4 End use

The opportunities that will be created in end-use will enable us to provide a rich diversity of potential employment outcomes including:

- Business Admin
- Events
- Catering
- FM (Hard & Soft)
- Retail
- Start-ups
- University spin-outs
- Clean Tech

7.5 Digital Skills

The digital transformation of the construction industry is creating opportunities for individuals to work within a digital construction setting. We are exploring the possibility of bringing a 3D Academy to the project which would support individuals into gaining jobs in this digital skills sector. The Academy has already been successfully established in East London and we think this could provide a wonderful conduit through which we can address skills gaps, engage under-represented groups and create exciting careers for local residents.

This Digital skills strategy will include project specific labour forecasting which will identify the jobs that will be created in this area of activity and a timeline to ensure successful delivery. We will also look to ensure the approach we take is aligned with the Council/OxLEP priorities in this regard.

8 Employment & Skills Methodology

The Local employment co-ordinator will provide an on-going point of contact for TWO, council, OxLEP and the supply chain to co-ordinate the activity outlined within the strategy. The Appendix 2 outlines how the Local employment co-ordinator will engage with the Council and supply chain. In this activity we will also engage with the council's procurement and social enterprise projects to support the objective of creating a more inclusive economy. This individual will ensure that the strategy is aligned through planning, procurement and delivery of the project.

8.1 Responsibilities of the Local Employment Co-ordinator

The responsibilities of the co-ordinator will be to ensure that the strategy agreed is understood and delivered by all key stakeholders, training partners, third sector organisations and the TWO supply chain. This will ensure that both the supply and demand elements of the approach are managed effectively. This will include managing and undertaking the skills and jobs forecasting necessary to

identify which jobs are created and that the outreach/engagement, assessment and pre-employment provided ensures individuals are supported into sustainable jobs and apprenticeships.

8.2 Opportunities created

The opportunities will be created by undertaking detailed skills forecasting and a workforce development exercise, to identify which opportunities will be available and the phasing of when the recruitment of these opportunities needs to take place. This will be undertaken through analysis of the labour histogram of each phase of work which will provide a detailed breakdown of anticipated jobs roles, their quantity and the timings they will be required on the project. This skills forecasting will include demolition, construction and end use opportunities.

In order to maximise the employment and training benefits arising from the project we will embed this approach within the procurement of the supply chain. This will be done through ensuring that these obligations are procured through the main contract and the subsequent supply chain. We will ensure that the main contractor provides an employment and skills plan which will outline how the obligations are effectively communicated to the project team and sub-contractors. We will ensure that the main contractor provides in their procurement a commitment for many types of training including:

- Pre-employment training for entry level roles – supporting local residents to gain CSCS (Construction Skills Certification scheme) tickets and find employment in entry level roles.
- Training to meet skills gaps- working with the manufacturers and suppliers we will support individuals into the short courses which address skills gaps e.g. the installation of drylining systems.
- Toolbox talks – this will enable local people that are furthest from the workforce to find work and become sustainably employed.

The procurement phase of construction and development is the most crucial time in ensuring that the requirements and benchmarks of the client-based approach are delivered. The delivery of these targets will be captured in every stage of the procurement process.

Invitation to tender: Strategy and benchmarks for the phase will be sent to potential contractors or development partners. They will have the opportunity to identify if any of the benchmarks are unachievable. Any proposed changes to phased benchmarks will be discussed with the council for agreement. Selection of the contractors will be in part based upon their demonstration of skills in training and local employment.

Preferred Contractor/Stage: Once a preferred contractor has been selected the contractual requirements relating to the objectives will be agreed. The main contractor will be instructed to ensure that contracting parties are fully aware of the local labour and business requirements.

Contract/Development Agreement Signing: The requirements to comply with the strategy will be embedded into signed contracts with the supply chain. This will include a requirement to submit a phase-specific labour, skills and local business requirement including delivery plan with key milestones and associated monitoring requirements.

Prior to starting on site:

Each sub-contractor will be required to submit a plan and method statement setting out how they will achieve the agreed targets for their phase. There will be an expectation to show a copy of the pre-

contract meeting minutes template evidencing the inclusion of these objectives and approved supply chain pre-qualification process and relevant documentation. It is expected that the strategy will evolve for 2nd and 3rd tier contractors implementation statements to be submitted and included for each work package. This will be agreed and shared with the council for agreement and sign off. Preliminaries/resourcing schedules should be sought as each work package contract is awarded.

The following information will be required from contractors/developers as part of their own strategies:

- A labour histogram for their works including skill requirements and the amount of labour required.
- A list of packages that are to be procured through sub-contractors. Confirmation will be required for each sub-contractor to provide their own labour histogram.
- How they deliver each of the benchmark targets.
- The member of their team that will be responsible for employment and skills whilst they are active on the project. This will need to be updated in the event of personnel change.

8.3 Opportunities managed

Once the skills forecasting activity has been undertaken the targets for each of the respective work areas will then be embedded within the procurement of the supply chain. The Local employment co-ordinator will then set a process to ensure that the supply chain is clear on their obligations in this regard. The Local employment co-ordinator will track progress against targets through regular engagement with the supply chain.

8.4 Opportunities monitored

The Local employment co-ordinator will then produce a monthly report which outlines where the supply chain performance status in terms of 'actual v target' and any changes required to the approach required to ensure compliance.

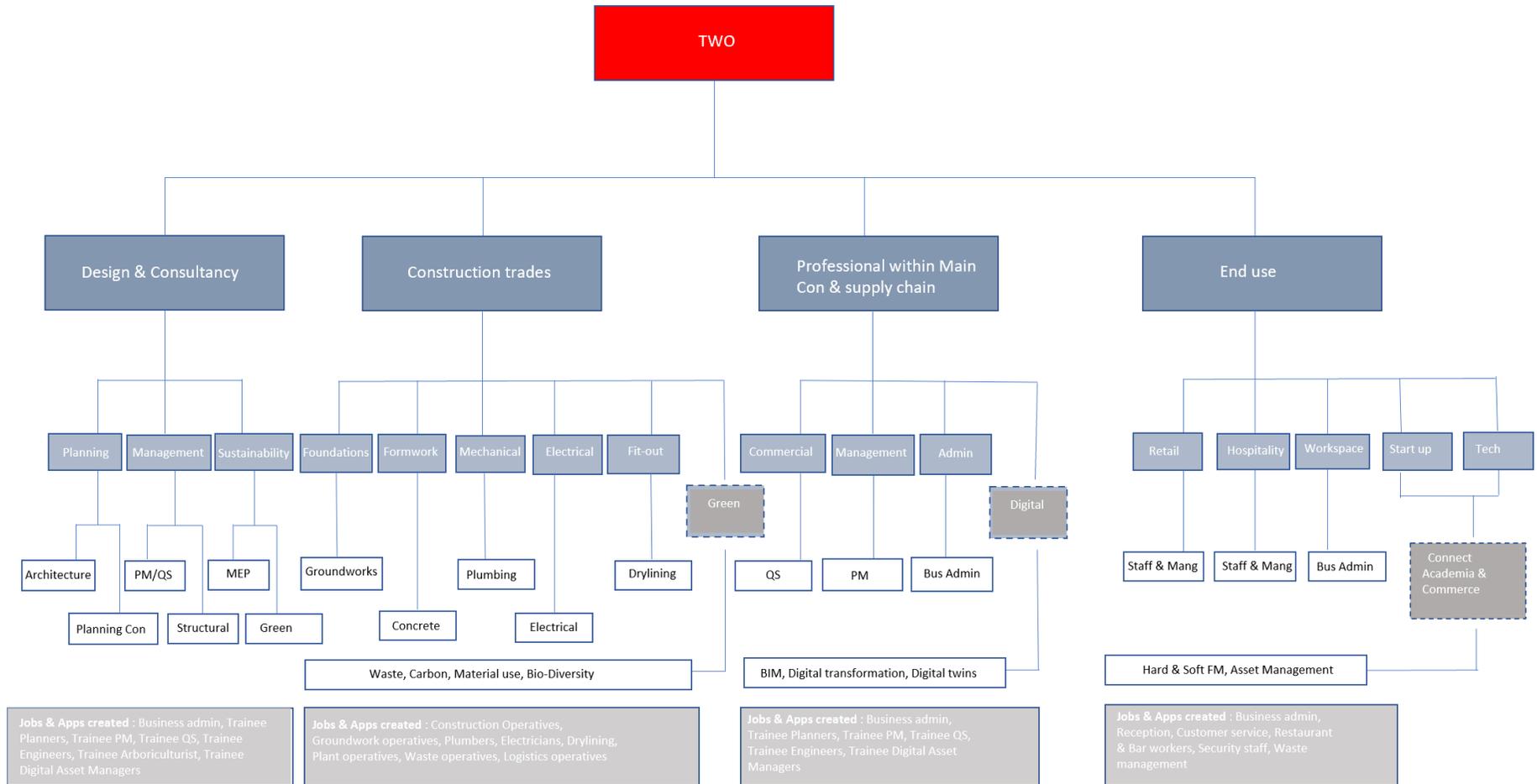
In order to track progress against targets the contractors will be requested to complete a monthly report which outlines activity undertaken, actual v targets and proposed activity for the following month and anticipated job and apprenticeships to be created.

8.5 Targeted outreach to individuals with shared protected characteristics will be achieved.

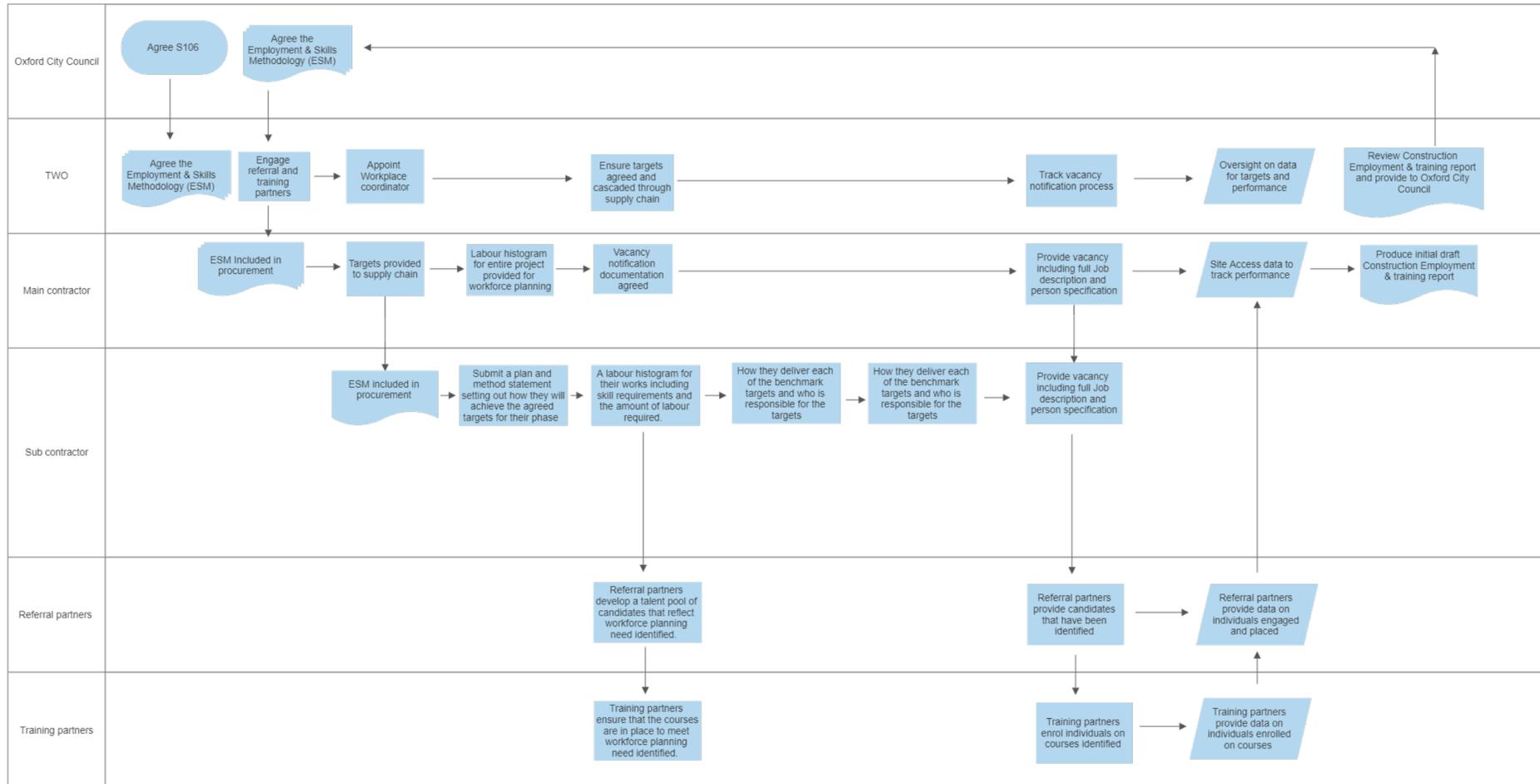
We believe that reaching out to under-represented groups in society helps to make the most of the talent available to us. TWO will support its suppliers to get the training they need to improve performance through relevant collaborative initiatives. All suppliers are expected to meet the following entry-level standards for inclusive and equitable opportunities for employment:

- Engage with us when we run local supplier days.
- Report workforce diversity statistics annually with commentary to describe what is being done to improve workforce diversity.
- Report on the gender pay gap for their company.
- Use the best available guidance for removing unconscious bias and enhancing flexible working, recruitment policies, workplace behaviour, inclusive leadership, and promoting opportunities for minority groups.

Appendix 1: Areas of Focus



Appendix 2 : Reporting and monitoring



Appendix 3 : Community Engagement plan

A Community Employment Plan has been developed by Hill Group with support from OxLEP. The plan below sets out the construction phase Community Employment Plan and outcomes required as detailed by condition schedule 7 Training and other measures of the development site outline planning permission (18/02065/OUTFU). The targets as outlined within this section of the strategy only relate to the activity that will be undertaken by Hills in the initial stage of the project. This stage of the project is the initial Infrastructure contract consisting of roads, sewers and ground remodelling. 85% of the area is grassland. The bulk of the infrastructure works is moving spoil around and re-shaping/contouring the current landscape.

We will produce a similar Community engagement plan for each other section of the work which is undertaken throughout the project. This activity in the future will also include activity delivered in partnership with TWO and the broader supply chain which will enable us to undertake a greater level on activity than outlined in this example given the limited scope of works within the initial infrastructure contract. Outputs from the plan will be measured and monitored as part of an on-going dialogue from monthly meetings with a variety of key external and internal stakeholders. All progress will be shared regularly with the Local Planning Authority.

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Action	Activity	Timescale	Target/outputs	Stretch target	Responsible person	Definition
Local labour, supply chain & procurement	Local employment and training clauses including use of local apprenticeships and traineeships built into procurement contracts	August 2021 – July 2022	5 jobs created for local unemployed people. These will be a range of roles which will be suitable for those with some construction experience or those retraining / upskilling as a result of the Covid-19 pandemic.	8	Oliver Betts	Labouring, Groundwork or other opportunities that Hill & supply chain identify as part of the project will be advertised using the local employment brokerage & DWP.
	Maximise local procurement through ensuring main and sub-contractors source locally where practical	Lifetime of project	Target of 15% local procurement & sub-contractors (approx. £3m)		Oliver Betts	Engaging with local suppliers & those already registered through our PSL to work toward the target of 20% local procurement.
	Hold a minimum of 1 “meet the buyer” events aimed at supporting local supply chain opportunities.	Lifetime of project	Including future works on Oxford North			Meet the Buyer events are run by the construction partner to explain the project, the opportunities and the procurement process to local suppliers
	Supporting employment for young people	September 21 – July 22	2 opportunities for young people including Kickstart, traineeships, apprenticeships & new job starts including advertising for MTP 2022 start.		Oliver Betts	Young people aged between 18-25 when they start on site
	Supporting local employment through 15% of workforce having an Oxfordshire postcode	Lifetime of project	Target of 15% local employment. Local being Oxfordshire postcode detailed in link.		Oliver Betts	Oxfordshire postcodes: http://www.postcodearea.co.uk/postaltowns/oxford/
	Supporting Social Enterprises in supply chain					Social Enterprise trade to tackle social problems, improve communities, people’s life chances, or the environment

Engaging with Education	Support Oxfordshire careers events and National Apprenticeship Week (NAW) annually during the course of the development	12 th February 2022	Support 1 x activities through Hill Group & Supply Chain during NAW every year. This will be done in conjunction with local partners	Stretch target = 2 event supported with local partners.	Oliver Betts	Careers event; a not for profit event that supports education and employment outcomes for young people
	Work with and support schools county wide to promote and introduce pupil and those that advise pupils of the range of skills and careers available in the construction industry	1 per term Sept – Dec 21 Jan – March 22 April – July 22	We will deliver 2 CIAG events through Hill & our Supply Chain working with colleges & schools in Oxfordshire. through the (COLP) Local network of Schools led by the Careers and Enterprise Company Hub (already in place) and linked to City area schools. Our priority engagement will be those closest to the site.	Stretch target of 4 events where possible working with local partners to support delivery.	Oliver Betts	
	Provide site tours to schools, colleges, universities and those organisations up skilling individuals	1 between Sept 21 – July 22	We will offer: 1 site tour for schools 1 site tour for colleges 1 site tour for university this will be dependent on the take up from these educational establishments.			
	Support University graduate research projects		We will research further and if the requirement is there will look at this in conjunction with the client.			

	Develop a series of creative interventions that advise parents of the range of skills and careers available in the construction industry		We will work with the client to support creative interventions that engage & advise parents on careers in the construction & built environment.			
Youth & apprenticeships	Support apprenticeships by: <ul style="list-style-type: none"> • embedding use of local apprentices in supply chain procurement • ensuring the construction phase supports 2 number of apprenticeships during construction 	August 2021 – July 2022	A minimum of 2 apprentice opportunities for young people, we will look for the potential of further apprentice opportunities through other roles such as business admin / document control and supply chain.	Stretch target of 3 including Hill Supply Chain however given the nature of works we recognise this may not be possible.	Oliver Betts	
	Support training and work experience for young people by: <ul style="list-style-type: none"> • Providing a strategy that delivers –employment training and work experience/placements places for young people, matched to their areas of interest and aspirations, where they engage in purposeful work-related learning activities rather than observation. • Embedding these opportunities in supply chain 	August 2021 – July 2022	3 work experience placements of a minimum for 5 days. Opportunity will be for school or college pupils & also local NEETs who maybe considering a career in construction. Working with the client we will support virtual placements & work shadowing where roles are suited.	4 work experience placements as a stretch target.	Oliver Betts	
Disadvantaged & Communities	<ul style="list-style-type: none"> • Support a series of sector-based work academies for those aged 18 or above (8 participants at each) over the life of the development 	August 2021 – July 2022	1 placement offered for a SBWA of a minimum of 5 days will Hill or our supply chain and a guaranteed job	Stretch target of 2	Oliver Betts	A sector-based work academy can last up to six weeks and has three key components:

	aimed at creating opportunities for those most marginalised from the workplace		interview at the end of the placement.			<ul style="list-style-type: none"> • Pre-employment training relevant to the needs of your business and sector. • Up to one-week work experience placement – of great benefit to both the individual and a business • A guaranteed job interview • https://www.gov.uk/government/publications/sector-based-work-academies-employer-guide/sector-based-work-academies-employer-guide
	Supporting local charities & social enterprises		Hill Group will host a food bank donation bin for us and our supply chain donate food on a monthly basis. There will be additional £1000 donation to local charities supporting residents and work with OxLEP to identify potential charities & SE's such as: SOFEA, ASPIRE, RAW.		Oliver Betts	Local charity means a charity with an Oxfordshire registered office address and whose beneficiaries are primarily Oxfordshire residents
	Promoting local volunteering	August 2021 – July 2022	Hill Group will deliver a minimum of 7 employee days of volunteering to local community projects or charities. We will work with OxLEP to identify relevant community projects & charities to support. Everyone in the company has 1 day per year allocated to volunteering which will	Stretch target of 10 days volunteering	Oliver Betts	

			be allocated to this requirement.			
Partnership support	<p>Developer to:</p> <ul style="list-style-type: none"> nominate a single point of contact for Community Employment Plan construction phase, activity and monitoring ensure all reasonable monitoring requests are actioned in a timely manner 	July 2021 – Sept 2022	<p>Key point of contact for the project will be Oliver Betts reporting into the Project Manager</p> <p>Monitoring will be done using our Impact SV measurement tool. Further information can be found on the link below. Social Value Measurement & Evaluation Tool Get a Demo of Impact (impactreporting.co.uk)</p>	There will be additional support from Regional MD Ryan Harris & Group Social Value Manager, Siân Rebourg	Oliver Betts	

Engaging with Education	Support Oxfordshire careers events and National Apprenticeship Week (NAW) annually during the course of the development	12 th February 2022	Support 1 x activities through Hill Group & Supply Chain during NAW every year. This will be done in conjunction with local partners	Stretch target = 2 event supported with local partners.	Oliver Betts	Careers event; a not for profit event that supports education and employment outcomes for young people
	Work with and support schools county wide to promote and introduce pupil and those that advise pupils of the range of skills and careers available in the construction industry	1 per term Sept – Dec 21 Jan – March 22 April – July 22	We will deliver 2 CIAG events through Hill & our Supply Chain working with colleges & schools in Oxfordshire. through the (COLP) Local network of Schools led by the Careers and Enterprise Company Hub (already in place) and linked to City area schools. Our priority engagement will be those closest to the site.	Stretch target of 4 events where possible working with local partners to support delivery.	Oliver Betts	
	Provide site tours to schools, colleges, universities and those organisations up skilling individuals	1 between Sept 21 – July 22	We will offer: 1 site tour for schools 1 site tour for colleges 1 site tour for university this will be dependent on the take up from these educational establishments.			
	Support University graduate research projects		We will research further and if the requirement is there will look at this in conjunction with the client.			

	Develop a series of creative interventions that advise parents of the range of skills and careers available in the construction industry		We will work with the client to support creative interventions that engage & advise parents on careers in the construction & built environment.			
Youth & apprenticeships	Support apprenticeships by: <ul style="list-style-type: none"> • embedding use of local apprentices in supply chain procurement • ensuring the construction phase supports 2 number of apprenticeships during construction 	August 2021 – July 2022	A minimum of 2 apprentice opportunities for young people, we will look for the potential of further apprentice opportunities through other roles and supply chains.	Stretch target of 3 including Hill Supply Chain however given the nature of works we recognise this may not be possible.	Oliver Betts	
	Support training and work experience for young people by: <ul style="list-style-type: none"> • Providing a strategy that delivers –employment training and work experience/placements places for young people, matched to their areas of interest and aspirations, where they engage in purposeful work-related learning activities rather than observation. • Embedding these opportunities in supply chain 	August 2021 – July 2022	3 work experience placements of a minimum for 5 days. Opportunity will be for school or college pupils & also local NEETs who maybe considering a career in construction. Working with the client we will support virtual placements & work shadowing where roles are suited.	4 work experience placements as a stretch target.	Oliver Betts	
Disadvantaged & Communities	<ul style="list-style-type: none"> • Support a series of sector-based work academies for those aged 18 or above (8 participants at each) over the life of the development aimed at creating opportunities for those most 	August 2021 – July 2022	1 placement offered for a SBWA of a minimum of 5 days will Hill or our supply chain and a guaranteed job interview at the end of the placement.	Stretch target of 2	Oliver Betts	<p>A sector-based work academy can last up to six weeks and has three key components:</p> <ul style="list-style-type: none"> • Pre-employment training relevant to the needs of your business and sector.

	marginalised from the workplace					<ul style="list-style-type: none"> • Up to one-week work experience placement – of great benefit to both the individual and a business • A guaranteed job interview • https://www.gov.uk/government/publications/sector-based-work-academies-employer-guide/sector-based-work-academies-employer-guide
	Supporting local charities & social enterprises		Hill Group will host a food bank donation bin for us and our supply chain donate food on a monthly basis. There will be additional £1000 donation to local charities supporting residents and work with OxLEP to identify potential charities & SE's such as: SOFEA, ASPIRE, RAW		Oliver Betts	Local charity means a charity with an Oxfordshire registered office address and whose beneficiaries are primarily Oxfordshire residents
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Partnership support	Developer to: <ul style="list-style-type: none"> • nominate a single point of contact for Community Employment Plan construction phase, activity and monitoring 	July 2021 – Sept 2022	Key point of contact for the project will be Oliver Betts reporting into the Project Manager	There will be additional support from Regional MD Ryan Harris & Group Social Value	Oliver Betts	

	<ul style="list-style-type: none">ensure all reasonable monitoring requests are actioned in a timely manner		Monitoring will be done using our Impact SV measurement tool. Further information can be found on the link below. Social Value Measurement & Evaluation Tool Get a Demo of Impact (impactreporting.co.uk)	Manager, Siân Rebourg		
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