

SLNT activity area	Priority output	Year 1	Year 2	Year 3	Year 4	Year 5	Totals	Cross-check	
								SLNT value	SLNT totals
Educational/career support									
Placement positions (days)		0	40	50	55	45	190	20	9.5
School engagement (days)		10	40	50	55	35	190	20	9.5
Job creation									
Job starts (non-workless) FTE		0	0	3	3	3	9	1	9
							Total SLNT activity	90	
							Priority activities	40	

2. Additional information/assumptions

We will seek to create and provide initial investment in a not-for-profit Community Interest Company (CIC) in partnership with local community groups and other third party service providers. This CIC will be run and operated through staff engaged on the TfL contract and will incur zero cost to TfL. All surpluses made by this company will be reinvested in the local community.

Through our investment in the CIC, we will be able to work with local service providers and community organisations to provide opportunities for disadvantaged people in the local

communities. The CIC model will be used to deliver many of the SLNT activities. We would like to discuss this further with TfL at the preferred bidder stage.

We have successfully trialled this approach to community investment through our ground-breaking partnership with the London Legacy Development Corporation (LLDC) – the body responsible for achieving the London 2012 legacy. As part of our partnership, we agreed to provide true investment in the local community and the cornerstone of our investment was the creation of the 'Our Parklife' CIC, in partnership with LLDC, social enterprise Renaisi and local charity Groundwork London.

Our Parklife was set up to ensure local people are connected to the park through employment, training and volunteering opportunities linked to park management.

The main objective for the Our Parklife organisation is to provide opportunities for the long-term unemployed to gain employment by working at the park and to get others volunteering through our estates and facilities management contract.

3. Delivery against TfL priorities

3.1 Apprentice job start

Apprenticeships offered by ENGIE will be in hard services (such as electrical and plumbing) and administration roles (such as NVQ Level 2 in business administration). We will become a member of the National Skills Academy for Rail to ensure our apprenticeship activities are aligned with industry best practice. Our apprenticeship activities will be led by Carl Sutcliffe, Head of Learning and Development.

To target a wide variety of local applicants for apprenticeships we will:

- Work with local colleges to ensure coverage across the boroughs
- Engage with MENCAP and the SHAW Trust to provide apprenticeships for those in the community who require extra support
- Positively engage with women in the recruitment of our apprenticeships, particularly through liaison with the organisation Women into Construction
- Liaise with TfL's Supplier Skills Manager and the Department of Transport's STAT
- Build on the relationships already held by TfL with Making the Leap

Throughout their apprenticeship, each apprentice will be supported by a mentor and a buddy in addition to their line manager. Over the last five years we have recruited over 100 apprentices.

In terms of funding, ENGIE will pay the salary cost of all apprentices at a rate above the National Minimum Wage. From April 2017, ENGIE will be paying the Apprentice Levy at 0.5% of our wage bill. We will access funding for apprenticeship training through the levy funding account managed by the government as part of the Apprentice Levy Scheme.

3.2 Workless apprentice job start

Apprenticeships offered by ENGIE will be in hard services (such as electrical and plumbing) and administration roles (such as NVQ Level 2 in business administration). We will become a member of the National Skills Academy for Rail to ensure our apprenticeship activities are lined up with industry best practice. Our apprenticeship activities will be led by Carl Sutcliffe, Head of Learning and Development.

To target a wide variety of local workless applicants for apprenticeships, we will:

- Liaise with Jobcentre Plus and associated Work Programme organisations, including MAXIMUS, Ingeus and Seetec
- Engage with MENCAP and the SHAW Trust to provide apprenticeships for those in the community who require extra support
- Positively engage with women in the recruitment of our apprenticeships, particularly through liaison with the organisation Women into Construction
- Liaise with TfL's SSM and the Department of Transport's STAT
- Build on the relationship already held by TfL with Making the Leap

Throughout their apprenticeship, each apprentice will be supported by a mentor and a buddy in addition to their line manager. Over the last five years we have recruited over 100 apprentices.

In terms of funding, ENGIE will pay the salary cost of all apprentices at a rate above the National Minimum Wage. From April 2017, ENGIE will be paying the Apprentice Levy at 0.5% of our wage bill. We will access funding for apprenticeship training through the levy funding account that will be managed by the government as part of the Apprentice Levy Scheme.

3.3 Apprentice start (existing staff)

The Apprentice Levy will provide an opportunity to upskill and retrain existing staff by placing them on an apprenticeship framework. The new funding regulations will mean current age restrictions will be removed so there will be no age limit to apprentices. This will hugely increase the opportunity to fund apprenticeship training for existing staff members.

We intend to use a proportion of our levy funding to provide apprenticeship opportunities for existing employees.

To encourage current employees living in London to commence an apprenticeship:

- Opportunities will be promoted on the TfL contract
- We will positively engage with our female employees with an aim to achieve a minimum employment of 20% of women into hard services apprenticeships, aligned to the Department of Transport's ambition for 2020
- We will positively engage with BAME employees in the aim of improving diversity

We follow an objective recruitment process in the same way we would when recruiting for any other vacancy. Applicants will be shortlisted for interview against a set of agreed criteria. They undergo an assessment process involving interviews to ensure we have the appropriate candidates for our scheme. We will review our selection process with MENCAP and SHAW to ensure its inclusivity.

Throughout their apprenticeship, each apprentice will be supported in completing their training by a mentor in addition to the daily support of their line manager. Over the last five years we have recruited over 100 apprentices.

3.4 Workless job start

To target a wide variety of local workless applicants we will:

- Liaise with Jobcentre Plus and associated Work Programme organisations, including MAXIMUS, Ingeus and Seetec
- Engage with MENCAP and the SHAW Trust to provide opportunities for those in the community who require extra support
- Seek to attract applicants from the Prince's Trust, as we are already a member and active participant of the Trust's Built Environment Sector Committee
- Positively engage with women in our recruitment activities, particularly through liaison with the organisation Women into Construction. We will aim to achieve a minimum intake of 20% of women into hard services apprenticeships, aligning to the Department of Transport's ambition for 2020
- Build on the relationship already held by TfL with Making the Leap
- Attend local career fairs and networking events within London

We follow an objective recruitment process. Applicants will be shortlisted for interview against a set of agreed competencies. They will then undergo an assessment process involving interviews to ensure we have the appropriate candidates for the roles, with vacancies offered to the most suitable candidates. We will review this process with MENCAP and SHAW to ensure its inclusivity.

ENGIE is an Equal Opportunities committed to having a diverse workforce that reflects the local community and ensuring an objective recruitment process.

3.5 Workless graduate job start

To target a wide variety of local graduate applicants we will:

- Work with local colleges and universities to promote opportunities
- Liaise with Jobcentre Plus and associated Work Programme organisations, including MAXIMUS, Ingeus and Seetec
- Use graduate recruitment websites to attract graduates to apply

We follow an objective recruitment process. Applicants will be shortlisted for interview against a set of agreed competencies. They will then undergo an assessment process

involving interviews to ensure we have the appropriate candidates for the roles, with vacancies offered to the most suitable candidates. We will review this process with MENCAP and SHAW to ensure its inclusivity.

Following an initial application and psychometric test, applications will be shortlisted for interview. If successful at interview stage we then invite graduates to an assessment centre where further interviews and tests will be undertaken, to ensure we have the best candidates for our scheme. Throughout the process, students will be properly supported and encouraged.

The graduate development programme lasts for two years and includes operational work placements to ensure candidates have real work experience in different roles. In addition, the graduates attend various training courses during their programme, including financial and commercial awareness and presentation skills. Towards the end of the programme, each graduate is asked to consider the type of role they would like to pursue in the longer term and we provide support and guidance to help them identify and apply for relevant roles.

Over the last five years we have recruited 60 graduates.

3.6 Placement positions

We recognise that many schools have their own work experience programmes and we will work in partnership with them to deliver their commitments and provide beneficial experiences for local students. We will also offer work placements during the holiday periods to allow students to work on specific projects and gain valuable experience out of term time.

Every pupil who completes a work experience placement will be assigned a mentor for the duration of their placement. The mentor will ensure the pupil gains as much learning from the placement as possible in a safe working environment. We will carry out a thorough risk assessment before the commencement of any work placement.

In addition to school placements, we will also provide Prince's Trust 'Get into FM' and Team Programme work experience placements, which are targeted at disadvantaged young people in the local community to help improve their employability. The programme aims to give unemployed people who are work ready but do not have vocational skills a mixture of practical training and experience that will enable them to get a paid job.

We have worked in partnership with the Prince's Trust on this programme for a number of years now and some candidates have secured permanent roles with ENGIE as a result.

3.7 School engagement

Mentoring helps support people to reach their potential, develop their skills, improve their performance and become the person they want to be. Our staff, in conjunction with local schools and third sector organisations, will deliver one-to-one mentoring and CV workshops to support both students to enter the employment market.

Our mentors will provide support, friendship and constructive examples from their experiences that can help students of all ages to learn. The focus of our mentoring and CV workshops will be on supporting students in their studies and helping them develop the soft skills needed for a prosperous career in the world of work. This will be achieved by working with students and the unemployed (via Jobcentre Plus, third sector organisations and local providers) to deliver a comprehensive development programme which includes CV preparation, interview techniques and career planning. Our staff will also work with schools to arrange mock interview sessions and to support pupils in preparing for working life, following education.

We consider our mentoring and CV workshops as not only being valuable for the development of local people and the wider economy of London, but also for our internal staff development as the programme provides staff with rewarding experiences.

3.8 Job start (non-workless)

An integral part of ENGIE's recruitment process is for vacancies to be provided to Jobcentre Plus for advertising in facilities and online (Universal Job Match). We guarantee that 100% of roles will be advertised externally and provided to job centres at the same time as being advertised on our own website.

To target a wide variety of local people we will:

- Engage with MENCAP and the SHAW Trust to provide employment for those in the community who require extra support
- Seek to attract applicants from the Prince's Trust, as we are already a member and active participant of the Trust's Built Environment Sector Committee
- Positively engage with women in the recruitment of our apprenticeships, particularly through liaison with the organisation Women into Construction. We will aim to achieve a minimum intake of 20% of women into hard services apprenticeships, aligning to the Department of Transport's ambition for 2020

We follow an objective recruitment process. Applicants will be shortlisted for interview against a set of agreed competencies. They will then undergo an assessment process involving interviews to ensure we have the appropriate candidates for the roles, with vacancies offered to the most suitable candidates. We will review this process with MENCAP and SHAW to ensure its inclusivity.

ENGIE is an Equal Opportunities committed to having a diverse workforce that reflects the local community and ensuring an objective recruitment process.

4. Supply chain competence

Service providers that have framework agreements in place are designated preferred suppliers and as such have signed our Sustainable Procurement Charter in line with our

Procurement Diversity and Inclusion Policy. ENGIE is an Approved Signatory of the UK Government's Prompt Payment Code and is a Living Wage Recognised Service Provider.

Our suppliers will be also encouraged to register with the Supply Chain Sustainability School to develop bespoke sustainability improvement plans applicable to their requirements.

Our supply chain policies will add real value in the following areas:

- Strengthen higher level skills attainment
- Significantly improve the skills levels of those already in work

Several of our supply chain initiatives specifically address improving the skill levels of our service provider's workforce including offering training places to local suppliers.

We also work with our supply chain to ensure that every supplier that we work with meets the responsibilities set out in our mandatory supply chain charter which each supplier is required to sign. The charter includes the following obligations:

- A commitment to improve the skills of their workforce including a commitment to offer the opportunity to develop their skills for life or receive appropriate English language training if English is not their first language
- Comprehensive and relevant health and safety induction in line with industry standards
- Understand our framework service provider capability regarding training

We will take a proactive approach to working with our suppliers who share our objective to develop skilled people and benefit the local economy and workforce.

5. SLNT monitoring and coordination

Our dedicated HR Manager, with support from the Training Manager, will manage our SLNT activity and commitments. The specific duties around SLNT will include:

- Maintaining a project plan for the delivery of the SLNT commitments. The plan will include the key activities for each year, the required timescales, ownership of each activity and any dependencies
- Producing monthly reports on the delivery of SLNT activities. Reports will be shared with TfL
- Attending regular meetings with TfL's Supplier Skills Manager to update on the progress of SLNT delivery
- Liaising with other parties as required, including local schools and colleges, universities, apprentice training providers and organisations such as the Prince's Trust
- Managing and reporting on subcontractor compliance with SLNT commitments

The HR Manager will report into the Account Director for the TfL contract, but they will be supported by the wider ENGIE corporate responsibility and learning and development teams. Support will also be provided from other functions as required, including the HR team and the HSQE team.

Governance of the SLNT activities will be as follows:

- Monthly reporting of activities both internally within ENGIE and also to the TfL Supplier Skills Manager
- Quarterly ENGIE reviews of progress against the project plan to ensure activities are delivered on time
- Quarterly review meetings with the TfL Supplier Skills Manager to review the delivery of SLNT commitments (or more frequently if required)

6. SLNT implementation arrangements

We will ensure that key members of our bid team are involved in the mobilisation stage to ensure continuity. The bid team will manage a full handover with the Mobilisation Team to ensure commitments and deliverables are clearly communicated and understood. The handover programme will involve the following activities:

- Ensuring the project team has a copy of the full bid submission
- Talking through the bid submission with the project team, providing the opportunity for the project team to ask any questions
- Producing a synopsis of the key commitments from the bid so these are captured in an easy to read format. This will make it easier for the project team to deliver the commitments at the required time
- Joint ENGIE-TfL mobilisation meetings to review key activities and actions

We will develop and agree the SLNT plan with TfL during mobilisation, working closely with the TfL Supplier Skills Manager. During the contract term, we will hold regular governance meetings with TfL to review service delivery and the achievement of key objectives. Our HR Manager will hold quarterly reviews of the SLNT activities with your Supplier Skills Manager. Meetings will take place more frequently as required or if mutually agreed.

The HR Manager will be appointed during mobilisation to ensure they fully understand the SLNT commitments prior to service commencement. A plan for the delivery of the SLNT commitments will be developed during mobilisation so that key timescales, stakeholders and ownership of activities are identified.

APPENDIX 4 TO SCHEDULE 17

Implementation Plan

SLNT Implementation Plan

1. Contact Information

TfL Contract

Supplier Skills Manager

Company
Contract Manager
TfL Stakeholder / SRM

SLNT Co-ordinator
Contact Phone Number
Contact Email

Reporting Requirements Quarterly / Monthly / Periodically

Report Period

Implementation Plan Review Date

2. Overview and Background

2.1 - Overview: Please provide an overview of the contract / project to which the SLNT requirements have been applied

[Redacted area for 2.1 - Overview]

2.2 - Method: Please outline how you will deliver your SLNT requirements with particular focus on TfL priority outputs

[Redacted area for 2.2 - Method]

BUNDLE 3 LOT 1: M&E: MARCH 2017

2.3 - Forecasted Outputs: Please indicate in the table below forecasted SLNT outputs

	Worklessness			New Entrants			Trainee's		Current workforce		Educational Activities
	Apprenticeship (FTE)	Job Starts (FTE)	Placement Positions	Apprenticeship (FTE)	Job Starts (FTE)	Graduates (FTE)	Placement Positions (Nos)	Taster Positions (Nos)	Adult Apprenticeships	Workforce Skills (days)	
Previous Year											
March											
April											
May											
June											
July											
August											
September											
October											
November											
December											
January											
February											
March											
Annual Total	0	0	0	0	0	0	0	0	0	0	0
Future Years											
TOTAL	0	0	0	0	0	0	0	0	0	0	0

2.4 - Milestones: Please detail key milestones related to the delivery of your SLNT outputs

Milestone 1		Milestone 6	
Milestone 2		Milestone 7	
Milestone 3		Milestone 8	
Milestone 4		Milestone 9	
Milestone 5		Milestone 10	

2.5 - Partners: Please detail any partner organisations that will assist you in your SLNT delivery (Organisation and Key Contact)

Partner 1		Partner 6	
Partner 2		Partner 7	
Partner 3		Partner 8	
Partner 4		Partner 9	
Partner 5		Partner 10	

3. Risks: Please detail any risks and associated mitigation measures for the delivery of your SLNT requirements

	Risk	Likelihood	Risk Mitigation
1			
2			
3			
4			
5			

4. Communications: Please outline any planned SLNT communication, events or publications (internal and external) and how TfL will be notified

5. Monitoring: You are required to complete the two monitoring templates attached to this document (Sheets 1 and 2 of this document)

1. SLNT Monitoring Form - Outlines SLNT outputs for each reporting period
2. Job Start Monitoring Form - Outlines specific information for TfL Priority SLNT outputs

6. Sign Off:

Suppliers SLNT Co-ordinator (Name)	Signature	Date
TfL Supplier Skills Manager (Name)	Signature	Date

Implementation Plan Review Date