SCHEDULE 2.6

RESPONSIBLE PROCUREMENT

LOT 2

VERSION CONTROL

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SCHEDULE 2.6 – RESPONSIBLE PROCUREMENT

1. PURPOSE

1.1 This Schedule sets out the provisions with regards to:

1.1.1 equality and diversity (Part A); and

1.1.2 strategic labour needs and training (Part B).

PART A: EQUALITY AND SUPPLIER DIVERSITY

2. COMPLIANCE

2.1 Without limiting any other provision of this Agreement, the Supplier shall in relation to the Services:

2.1.1 not unlawfully discriminate; and

2.1.2 procure that the Supplier Personnel do not unlawfully discriminate,

within the meaning and scope of the Equality Act and any other relevant enactments in force from time to time relating to discrimination in employment.

3. THE GENERAL EQUALITY DUTY

3.1 The Supplier acknowledges that under section 149 of the Equality Act TfL is under a duty to have due regard for the need to, amongst other things:

3.1.1 eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by or under the Equality Act;

3.1.2 advance equality of opportunity between people who share a relevant protected characteristic and persons who do not share it; and

3.1.3 foster good relations between people who share a relevant protected characteristic and persons who do not.

3.2 As at the Effective Date, the nine (9) protected characteristics as set out in the Equality Act are: (i) age; (ii) disability; (iii) gender reassignment; (iv) marriage and civil partnership; (v) pregnancy and maternity; (vi) race; (vii) religion and belief; (viii) sex; and (ix) sexual orientation.

3.3 In the performance of this Agreement, the Supplier shall, and shall procure that its Sub-Contractors shall, assist and co-operate with TfL to the greatest extent possible in satisfying the duty referred to at paragraph 3.1.

3.4 The Workplace Harassment Policy requires TfL's own staff and those of its contractors to comply fully with the Workplace Harassment Policy to eradicate harassment in the workplace. The Supplier shall:

3.4.1 ensure that all Supplier Personnel who are engaged in the performance of this Agreement are fully conversant with the requirements of the Workplace Harassment Policy;

3.4.2 fully investigate allegations of workplace harassment in accordance with the Workplace Harassment Policy; and

3.4.3 ensure that appropriate and effective action is taken where harassment is found

4. **EQUALITY DIVERSITY AND INCLUSION**

4.1 For the purposes of this paragraph 4, unless the context indicates otherwise, the following expressions shall have the following meanings:

"EDI Action Plan"	means the strategic equality diversity and inclusion action plan as negotiated and agreed and attached to this Schedule at Appendix 4;
"Minimum Records"	means all information relating to the Supplier's performance of and compliance with paragraph 4 and the adoption and implementation of a EDI Action Plan, by each Sub-contractor and, where applicable, subject to the provisions of paragraph 4.4.1, Indirect Subcontractor of the Supplier;

4.2 EDI Action Plan

4.2.1 For the duration of the Agreement, the Supplier shall comply with the Agreed EDI Action Plan and shall procure that each of its Sub-contractors:

(a) adopts and implements; and

(b) in respect of Indirect Subcontractors uses reasonable endeavours to procure that those Indirect Subcontractors adopt and implement, an EDI Action Plan strategic equality and diversity plan in respect of their respective employees engaged in the performance of the Agreement which is at least as extensive in scope as that agreed with TfL and set out in the EDI Action Plan.

4.3 Monitoring and Reporting

4.3.1 Subject to paragraph 4.4.3, the Supplier shall use reasonable endeavours to provide TfL on the date of this Agreement and subsequently every 12 months from the date or such other frequency as TfL may reasonably request of this Agreement with the following information:

4.3.2 an annual report on performance and compliance with the equality, diversity and inclusion provisions as set out in paragraph 4.3. The annual report should set out:

(a) the performance of the Supplier over the past 12 months in relation to the EDI Action Plan;

(b) employee breakdown: the proportion of its employees engaged in the performance of the Agreement to the extent reasonably possible, the employees of its Subcontractors or Indirect Subcontractors engaged pursuant to the terms of the relevant subcontracts in the performance of the Agreement who are:

- of non-white British origin or who classify themselves as being non-white British;
- female;
- from the local community;

- disabled;

(c) expenditure breakdown: a statement broken down by activity and material type of how they have used and how much has been spent with:

- Small and Medium Enterprises;
- Black, Asian and Minority Ethnic businesses;
- suppliers from other under-represented or protected groups;
- suppliers demonstrating a diverse workforce composition;

(d) the Supplier's Annual EDI Action Plan containing actions which:

- support the equality and diversity requirement within this paragraph;
- have realistic target dates assigned and be challenging but achievable;
- have been presented to and agreed by TfL before the Effective Date during the month preceding the start of the next Contract Year;
- progress and approval (where due) of actions will be monitored via a four weekly (or as otherwise agreed) progress meetings with TfL. The Supplier shall provide a written update prior to the progress meetings and should request additional meetings (if necessary) with TfL to discuss progress or seek sign-off for completed actions.

4.3.3 The Supplier shall ensure at all times that it complies with the requirements of Data Protection Laws in the collection and reporting of the information to TfL pursuant to paragraph 4.4.1.

4.4 EDI Audit

4.4.1 TfL or its nominee may from time to time undertake any audit or check of any and all information regarding the Supplier's compliance with paragraph 4.3. TfL's rights pursuant to this paragraph shall include any and all documents and records of the Supplier and its Sub-contractors and, where applicable, subject to the provisions of paragraphs 4.3 Indirect Subcontractors and shall include the Minimum Records.

4.4.2 The Supplier shall, maintain and retain the Minimum Records for a minimum of 6 years from the termination or expiry of the Agreementwith respect to all matters in respect of the performance of and compliance with paragraph 4.3 The Supplier shall procure that each of its Subcontractors and, where applicable subject to the provisions of paragraph 4.3, Indirect Subcontractors shall, maintain and retain the Minimum Records for a minimum of 6 years from the termination or expiry of the Agreement with respect to all matters in respect of the performance of and compliance with paragraph 4.3. The Supplier shall procure that each Sub-contract between it and its Sub-contractors and, where applicable, subject to the provisions of paragraph 4.3, each subcontract between its Sub-contractors and any Indirect Subcontractors of the Supplier shall contain rights of audit in favour of and enforceable by TfL substantially equivalent to those granted by the Supplier pursuant to paragraph 4.5.

4.4.3 TfL shall use reasonable endeavours to co-ordinate its audits and to manage the number, scope, timing and method of undertaking audits so as to ensure that the Supplier and each Sub-contractor is not, without due cause, disrupted or delayed in the performance of its obligations under each relevant subcontract.

4.4.4 The Supplier shall promptly provide, and procure that its Sub-contractors and, where applicable subject to the provisions of paragraph 4.3, Indirect Subcontractors, promptly provide all reasonable co-operation in relation to any audit or check including, to the extent reasonably possible in each particular circumstance:

(a) granting or procuring the grant of access to any premises used in the Supplier's performance of the Agreement or in its relevant Sub-contractor or Indirect Subcontractor's performance of its subcontract, whether the Supplier's own premises or otherwise;

(b) granting or procuring the grant of access to any equipment (including all computer hardware and software and databases) used (whether exclusively or non-exclusively) in the performance of the Supplier's or the relevant Sub-contractor or Indirect Subcontractor's obligations specified in paragraph 4.3, wherever situated and whether the Supplier's own equipment or otherwise; and

(c) complying with TfL's reasonable requests for access to senior personnel engaged in the Supplier's performance of the Agreement or the relevant Sub-contractor or Indirect Subcontractor's performance of its subcontract.

PART B: STRATEGIC LABOUR NEEDS AND TRAINING

5. **OVERVIEW**

5.1 Without prejudice to the other provisions in this Agreement relating to the Supplier Personnel, this paragraph 5 sets out the Supplier's obligations in respect of:

5.1.1 Supporting TfL and the TfL Affiliates (and third parties nominated by the TfL and/or the TfL Affiliates) in the implementation of the Skills and Employment Strategy; and

5.1.2 ensuring that the Supplier attracts, develops and retains Supplier Personnel with the skills necessary to deliver the Services throughout the Term.

5.2 In this Paragraph 5, the following terms shall have the corresponding meanings:

"Agreed SLNT Plan"	means the Supplier's strategic labour needs and training plan set out at Appendix 3 (*Initial/Agreed SLNT Plan*) to this Schedule, to be prepared in accordance with the SLNT Plan Template and approved by TfL;
"Apprentice"	means a member of the Supplier's Personnel who is registered as an apprentice or technician with an industry recognised body;
"Initial SLNT Plan"	means the initial strategic labour needs and training plan set out at Appendix 3 (*Initial/Agreed SLNT Plan*), submitted by the Supplier prior to the Effective Date and to be agreed between the Parties in accordance with paragraph 6.
"Quarterly SLNT Monitoring Report"	means the report to be prepared by the Supplier in the form set out at Appendix 5 (*Quarterly SLNT Monitoring Report Template*) to this Paragraph 5 and submitted to TfL in accordance with the provisions of Paragraph 6 of this Schedule;
"Relevant Employment Vacancy"	means an employment vacancy within the Supplier's organisation for a member of the Supplier's Personnel;
"Skills and Employment Strategy"	means TfL and its Affiliates' ten (10) year skills and employment strategy, as amended from time to time. A copy of the current Skills and Employment Strategy is provided at Appendix 1 (*Skills and Employment Strategy*) to this Schedule;
"SLNT Co-ordinator"	has the meaning set out in paragraph 7.1;
"SLNT Infraction"	means any breach by the Supplier of any of its obligations under this Part B of Schedule 2.6;
"SLNT Output"	means the minimum number of Apprentice positions or equivalent to be delivered by the Supplier (either directly through its own Personnel and the personnel of its Sub-contractors) under this Agreement, as identified and agreed in the Agreed SLNT Plan;
"SLNT Plan Template"	means the template for the SLNT Plan set out at Appendix 2 (*SLNT Plan Template*) to this Schedule, to be completed by the Supplier; and

"Trainee" means a member of the Supplier's Personnel who is registered as a trainee with an industry recognised body.

6. AGREED SLNT PLAN

6.1 Based on the Initial SLNT Plan, the Supplier shall:

6.1.1 further develop the Initial SLNT Plan to reflect the comments and requirements of TfL;

6.1.2 submit a revised copy of the Initial SLNT Plan to TfL for approval within twenty (20) Working Days of the Effective Date; and

6.1.3 provide an Implementation Plan based on the revised copy of the Initial SLNT Plan within forty (40) Business Days of the Effective Date.

6.2 If the Initial SLNT Plan is:

6.2.1 Approved, it shall be adopted immediately and become the Agreed SLNT Plan; or

6.2.2 not Approved, the Supplier shall amend the Initial SLNT Plan and re-submit it to TfL for Approval within the time period agreed in writing between the Parties. If TfL does not Approve the Initial SLNT Plan following its resubmission, the matters preventing such Approval shall be resolved in accordance with the Dispute Resolution Procedure.

6.3 Without limiting any other provision of this Agreement, the Supplier shall:

6.3.1 comply with provisions of the Agreed SLNT Plan; and

6.3.2 at no additional cost to TfL and subject to the provisions of Paragraph 6.4 below, review and amend the Agreed SLNT Plan and Implementation Plan:

(a) three (3) months prior to the Effective Date; and

(b) every twelve (12) months following the Effective Date or at other times requested by TfL, to reflect:

(c) good industry practice;

(d) any changes to the nature of the Services or TfL Assets; and

(e) any amendments proposed by TfL.

6.4 Any changes or amendments to the Agreed SLNT Plan shall be subject to the Change Control Procedure and shall not be implemented until approved in writing by TfL.

6.5 In order to facilitate the efficient implementation of the Supplier's SLNT requirements as contained in the Agreed SLNT Plan, TfL will also require the Supplier to prepare an Implementation Plan as detailed in above Paragraph 6.1.3. The Implementation Plan:

6.5.1 will need to be completed three (3) months prior to the Effective Date and either be prepared after the Agreed SLNT Plan has been formed or in conjunction with it.

7. SLNT CO-ORDINATOR

7.1 Within twenty (20) Working Days of the Effective Date, the Supplier shall nominate a member of Supplier's Personnel with the necessary skills and authority to:

7.1.1 be responsible for the implementation and on-going development and maintenance of the Agreed SLNT Plan; and

7.1.2 act as the single point of contact for personnel of TfL on all matters concerning the Agreed SLNT Plan,

(the "**SLNT Co-ordinator**").

7.2 The Parties shall add the SLNT Co-ordinator to the list of Key Personnel set out in Schedule 9.2

8. MONITORING AND REPORTING

8.1 Subject to Paragraph 9 below, the Supplier shall provide TfL with a Quarterly SLNT Monitoring Report within ten (10) Working Days of quarter end date. This will detail the Supplier's performance against the Agreed SLNT Plan.

8.2 Failure to provide TfL with a copy of the Quarterly SLNT Monitoring Report within the timescales set out in Paragraph 8.1 above shall constitute a failure to meet the Acceptable Service Level in accordance with Schedule 2.2A (Performance Levels).

8.3 The Supplier shall ensure at all times that it complies with the requirements of the Data Protection Laws (as may be amended) in the:

8.3.1 development and maintenance of training plans; and

8.3.2 collection and reporting of the information to TfL pursuant to Paragraph 8.1 above.

9. SLNT INFRACTIONS

9.1 Failure to:

9.1.1 ensure that each SLNT Output for the monitoring period is delivered in accordance with Agreed SLNT Plan; and/or

9.1.2 review the Agreed SLNT Plan in accordance with Paragraph 6.3 ,

shall constitute a failure to meet the Acceptable Service Levels in accordance with Schedule 2.2A (Performance Level).

10. SLNT AUDIT

10.1 TfL may from time to time undertake any audit or check of any and all information regarding the Supplier's compliance the provisions of this Schedule.

10.2 The Supplier shall maintain and retain records relating to the Agreed SLNT Plan and its compliance with the provisions of this Schedule for a minimum of seven (7) years.

10.3 TfL shall use reasonable endeavours to co-ordinate such audits and to manage the number, scope, timing and method of undertaking audits so as to ensure that the Supplier is not, without due cause, disrupted or delayed in the performance of the Supplier's obligations under this Agreement.

10.4 The Supplier shall promptly provide all reasonable co-operation in relation to any audit or check including, to the extent reasonably possible in each particular circumstance:

10.4.1 granting or procuring the grant of access to any:

(a) premises used in the Supplier's performance of this Agreement, whether the Supplier's own premises or otherwise;

(b) equipment (including all computer hardware and software and databases) used (whether exclusively or non-exclusively) in the performance of the Supplier's obligations under this Schedule , wherever situated and whether the Supplier's own equipment or otherwise; and

10.4.2 complying with TfL's reasonable requests for access to senior personnel engaged in the Supplier's performance of this Agreement.

APPENDIX 1 – SKILLS AND EMPLOYMENT STRATEGY

A copy of the TfL Skills and Employment Strategy can be obtained from:
https://www.tfl.gov.uk/cdn/static/cms/documents/skills-and-employment-strategy.pdf

A copy of the Transport Infrastructure Skills Strategy can be obtained from: https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/495900/transport-infrastructure-strategy-building-sustainable-skills.pdf

A copy of the Transport Infrastructure Skills Strategy (TISS) – One Year On - can be obtained from:
https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/627255/strategic-transport-apprenticeship-taskforce-1-yr-on.pdf

A copy of the Transport Infrastructure Skills Strategy (TISS) – Two Years On - can be obtained from:
https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/727052/transport-infrastructure-skills-strategy-two-years-on.pdf

APPENDIX 2 – AGREE/INITIAL SLNT PLAN

TFL TPH Lot 2 – SLNT

Appendix 1 – Strategic Labour Needs and Training Activity Breakdown

Table 1:

SLNT Activity Area	Priority Output	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Total	Cross Check SLNT Value	Cross Check SLNT Totals
Apprenticeship Job Starts														
NE - Level 2-3	Y											0	1	0
NE - Level 4+	Y											0	1.5	0
SML - Level 2-3	Y											0	1	0
SML - Level 4+	Y											0	1.5	0
Existing Employee - Level 2-3	Y	1		1		1		1		1		5	1	5
Existing Employee - Level 4+	Y	1			1		1		1			4	1.5	6
Apprenticeship Success														
Completion (FTE)			1	1	1	0	2	0	2	0	2	9	1	9
Job Creation														
Social Mobility (FTE)												0	1	0
Education/Career Support														
Targeted Placement Positions (Days)												0	1	0
Placement Positions (Days)												0	1	0
Educational Engagement (Days)												0	1	0

Equivalent Contract Value	
Services	35m

Total SLNT Activity	20
Priority Activities	11

Appendix 2 – Strategic Labour Needs and Training Method Statement

A) Delivery of SLNT Activity Breakdown
Referring to the SLNT Activity Breakdown outlined in Table 1, provide a method statement of how you will undertake activities in each of the SLNT areas. Any areas where you are not proposing to undertake activity should be left blank. You may use up to [250] words in each of the following boxes.
Apprentice Job Start – New Entrant Method statement shall include: • Attraction and Recruitment • Apprenticeship Frameworks & Standards • Training Provider • Funding • Apprentice welfare – Terms, Conditions and Benefits *Content:* *N/A*
Apprentice Job Start – Social Mobility Method statement shall include: • Attraction and Recruitment • Apprenticeship Frameworks & Standards • Training Provider • Funding • Apprentice welfare – Terms, Conditions and Benefits • Engagement with charities and referral partners *Content:* *N/A*
Apprentice Start – Existing Staff Method statement shall include: • Generating interest in the existing workforce • Apprenticeship Frameworks & Standards • Training Provider • Funding *Content:* Marston (NSL Limited) is a registered training provider approved for apprenticeship delivery (ROTO and RoATP) trading as NSL Academy (UKPRN 10030740). We are an Ofsted 'Good' rated independent training provider specialising in Business Management and Professional services apprenticeship standards within the transport and enforcement sectors. Standards currently delivered include: - Business Administration at level 3 (advanced) - Public Service Operational Delivery at level 3 (advanced) - Team Leader/Supervisor at level 3 (advanced) - Operations/Departmental Manager at level 5 (higher)

Internal engagement campaigns take place twice annually, focused on intakes in Feb/Mar and Sept/Oct operating on a flexible, modular delivery model. Interest is generated through operational management teams, supported by senior leadership and through direction on our digital platforms (intranet updates, MS Teams groups, newsletters) which are also accessible externally to the organisation (LinkedIn, website, YouTube channel).

We aim for apprenticeship starts for those new into their role and those aspiring to move into a more senior / different position within 12 months to ensure skills being developed can be put into practice within the contract.

Funding for apprenticeships is drawn directly from the ESFA with whom we hold both employer and provider contracts. Apprenticeships are delivered up to or below the maximum funding limits for all standards, including End Point Assessment arrangements.

In the past twelve months, more than 40 learners have completed their apprenticeships with us and over 90% obtained 'Distinction' grades. 10% have gone on to undertake higher level education and training.

Apprentice Success – Completion
Method statement shall include:

- Support provided to ensure timely completion of the Apprenticeship
- Career pathways and opportunities available for successful Apprentices
- How Apprentices that are not retained are supported into work upon completion of the Apprenticeship

Content:
Apprenticeships are delivered by a dedicated team, specialising in regulated learning and adult education provision. With combined experience of 60+ years' operating in the sector, these roles support and engage with apprentices from initial interest through to career coaching following completion of end point assessment.

Progress during an apprenticeship is monitored through an online Learning Management System (Ecordia) and monthly reporting of progress and risks to senior leadership. Coursework is set over the apprenticeship duration to build a robust portfolio of assessment including a variety of assessment methods and includes both formative and summative feedback.

Our tutors and Learner Engagement Officer conduct regular progress, coaching and welfare reviews with apprentices to ensure targets are met, and to flag potential risks to line managers for intervention as needed.

Planned apprenticeship durations are calculated taking into account prior learning and initial skills of each individual, calculated upon enrolment, meaning that tailored learning journeys are applied to ensure timely completion of all learning components. Completion of an apprenticeship provides opportunity to the individual to progress into their role fully, making use of their new skills and knowledge within their operational contract. We specifically support colleagues with potential to progress and those with aspirations to develop to support them fully in progressing their career.

Our Learner Engagement Officer is qualified in providing Information, Advice and Guidance (IAG) to work with those apprentices who leave employment during their apprenticeship programme, or provide support finding suitable work to those who are not retained upon completion.
Job Start - Social Mobility Method statement shall include: • Target groups or priorities • Possible job roles available • Training and support to retain the job start • Charities and partner engagement to find suitable candidates *Content:* *N/A*
Targeted Placement Positions Method statement shall include: • The target group(s) and the method of finding the candidates • Placement objectives • Typical length and type of placement *Content:* *N/A*
Placement Positions Method statement shall include: • The target group(s) and the method of finding the candidates • Placement objectives • Typical length and type of placement *Content:* *N/A*
Educational Engagement Method statement shall include: • The target educational establishments • Objectives of engagement • Engagement activities *Content:* *N/A*

B) Transport Infrastructure Skills Strategy Diversity and Inclusion Commitments

Indicate what actions you will undertake to work towards meeting the following commitments contained within the Transport Infrastructure Skills Strategy:

- 20% of new entrants to engineering and technical apprenticeships in the transport sector to be women by 2020, and to achieve parity with the working population at the latest by 2030.
- A 20% increase in the number of BAME candidates undertaking apprenticeships by 2020.

This shall include:

- Engagement, attraction, retention and development strategies for candidates from underrepresented groups;
- Details of any programmes you will join or partnerships you will form with external organisations such as charities and employability groups;
- What steps you will take to ensure your recruitment is fair and open.

Content: (Max 250 words)

We undertake the following actions:

Revised Apprenticeship Advertising - Reviewed our engagement campaigns and made sure we removed bias from them. We found that wording in the programme descriptions was fairly masculine and could have potentially impacted whether more females or males apply. Changing the wording and imagery drove up our female applications, to achieve a 60/40 split overall.

Routes to Market - We expanded our partner providers to cater for a wider range of apprenticeship requirements across job functions. We also partner with diversity organisations and connect with diversity-oriented groups at universities.

Returner Program – we work with an organisation who support a network of professional females who have, by choice, taken a career break of more than two years. The women they work with are all well qualified, professionals who have held senior roles prior to taking their career breaks. We work with them in order to open up our leadership roles to them and offer suitable training opportunities.

Branding – updated all our branding on internal materials and external careers content to include photographs of women and minority employees, which has seen an increased in applications from BAME apprentice candidates.

C) Supply Chain Compliance

If you are using sub-contractors in your work programme, please outline how you will ensure your SLNT requirements will be met through your sub-contractors. This shall include:

- How you will include SLNT considerations in your selection, contracting and management of sub-contractors;
- How you intend to ensure your sub-contractors are aware of appropriate TfL/government support and funding streams for any SLNT activity they will be undertaking towards your stated SLNT outputs;
- How will you facilitate engagement between TfL's Supplier Skills Manager and your supply chain.
- How you will ensure complete and accurate reporting to Tfl of supply chain apprenticeship starts and SLNT activity.

Content: (Max 250 words)

All sub-contractors will be encouraged to identify and implement an appropriate SNLT plan. The outputs / SNLT values of sub-contractor plans will not contribute to the overall SNLT value points for Marston. This ensures that appropriate SNLT activities will be met via the stated plan however exceeded by the encouragement of an SNLT from any sub-contractors that are employed.

As an approved apprenticeship training provider, we can support subcontractors in the delivery of Apprenticeship and Skills for Life (SfL) programmes for their employees. Our Training Academy team will engage with our sub-contractors and 3rd party partners to promote and supply Apprenticeship and SfL programmes over the course of the contract term. Access to Apprenticeship funding is aligned with current ESFA regulations and practices and will apply to sub-contractors by way of drawing down from their organisations Levy through an apprenticeship services agreement or through direct payment where the Levy does not apply. Apprenticeship MI and funding data is managed centrally by a dedicated apprenticeships management team and visibility will be provided to TfL for all apprenticeships undertaken within the contract through the SLNT Coordinator. Apprenticeship opportunities are advertised internally and with 3rd parties through a central 'Apprenticeships Hub', on our intranet pages, via our external website (www.nslacademy.com) and internal newsletter communications as well as directly with senior managers.

It is envisaged that a regular Bi Annual SNLT delivery meeting is scheduled between TfL and Marston and its sub contractors to review progress against the plan and identify any areas of opportunity to maximise funding stream or training programmes.

D) SLNT Implementation, Monitoring & Co-ordination

What arrangements you will put in place to put the plan into action during contract including:

- Describe who will be responsible for implementing, managing and reporting SLNT activity within your company;
- What are the administrative and management arrangements that will be operated in relation to your SLNT activity?
- How will the proposed role/ structure interact with TfL?
- The transfer of knowledge from bid team to the project team;
- Engagement with TfL to develop the agreed SLNT Delivery Plan;
- Appointment of the SLNT Coordinator and establishment of the required administration, management and reporting structure

Content: (Max 250 words)

The delivery of Apprenticeship training is the responsibility of the Head of Academy and the dedicated training team. Monitoring and reporting will be managed by our Social Value Manager, whose role it will be to liaise with SSMs and act in the capacity of SLNT Co-ordinator.

Through internal engagement and liaison by Operational Contract Managers with TfL, we will establish key skills requirements and development needs which can be suitably met through apprenticeship training. For example, exploring additional apprenticeship standards not currently delivered which are more closely aligned to the transport sector as needed.

E) Assumptions, Risks and Support from Supplier Skills Manager (SSM)

Indicate the assumptions made in the creation of this method statement and activity table. Include any anticipated risks and how these will be mitigated.

Provide details of any support that you anticipate requiring from the TfL SSM.

Content: (Max 250 words)

	Risk	Likelihood	Mitigation
1	**Withdrawal or removal of learner from apprenticeship, impact on specified apprentice numbers**	**2**	In the event of a withdrawal from programme, a suitable replacement will be sought by the contract within one month to maintain SLNT commitment numbers for apprentice starts
2	**Non-compliance with ESFA funding and performance rules, impact on specified apprentice numbers**	**1**	It is the responsibility of our Academy to ensure funding and performance rules are being adhered to. Regular updates will be provided to the supplier contract and risks identified early to put in place measures to address underperformance.
3	**Slow progress on apprenticeship due to operational demand, delay to completion numbers**	**2**	The contract must ensure that suitable time is allocated for OTJ activities relating to an apprenticeship and each apprentice should therefore be allocated a minimum of one day per week for apprenticeship training. Breaches of this will be considered under point one, removal from apprenticeship.
4	**Apprentice illness or temporary absence from the business, delay to completion numbers**	**3**	All instances of absence will be considered in line with the funding rules. Absence of more than 4 weeks will result in a temporary break in learning.
5	**Lack of capacity to deliver apprenticeships to required numbers**	**1**	Although an unlikely scenario, in the event that apprenticeships cannot be delivered in their entirety, a suitable alternative training provider will be identified and TfL updated to reflect this change, with apprentices transferred to the alternative provider

APPENDIX 3 – EDI ACTION PLAN

Marston EDI Action plan

E&D Objective	Current Position	Action/Task	When	Person Responsible	Resource Implications	Measure of Success
Workforce reflects the communities in which we operate	Last survey in 2017 showed positive approach to diversity across the business	Monitor and continue to promote diversity	Ongoing	People Director & Board of Directors	Built into framework of the business	Diversity is embraced across the business. Recognised through various awards including maintaining "We Invest in People" accreditation.
To ensure our extended supply chain adopts comparable EDI policies	Review Supplier Diversity Plans. With ongoing supplier reviews. New suppliers we will incorporate from outset with more in-depth checks and accreditations.	6 monthly reviews of existing suppliers. Develop improved tracking and recording practices for reviews. Build checks and review cycles into procurement pipeline for new suppliers.	June 2021	Head of Procurement Operations Managers	Will require admin resource to oversee any audits/surveys Support from procurement to allow operations leads to undertake continuous checks of regular suppliers.	Development of a diverse and representative supply chain, including at a local level

E&D Objective	Current Position	Action/Task	When	Person Responsible	Resource Implications	Measure of Success
Ensure Fair Employment practices including working with agencies	All policies are ACAS compliant. Agencies covered by the Agency Worker Regulations and robust processes and policies in place that promote fairness, including part time working/flexible working and workplace adjustments as required	Monitor. Continue to promote via M-Hub (intranet), Training plan, staff and Management training (including Managing People Positively programme)	Ongoing	People Leadership Team Board of Directors	Built into framework of the business through policies	Number of grievances/disciplinaries relating to core policies. Diverse workforce statistics showing improvements where appropriate
Continue to evolve our diversity data information system	HR system supplies current statistics Procure new HR system to further enhanced reporting	Refresh data annually via self-service and via employee review process and / or one to one. Build new suite of reports linked to new HR system into 2021	New Systems 2021 Reports built be end of 2021	HR Operations Director	HR	Improvement in accuracy of data and % of data held Review internally core data and findings

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E&D Objective	Current Position	Action/Task	When	Person Responsible	Resource Implications	Measure of Success
Effective People Policies	Host of policies currently exist including Equality and Diversity policy	Review in conjunction with Employee Handbook and policy suite Review for newly acquired businesses	Aug 2020	People Director People Leadership Team	People Reporting Statistics	Continue to provide and make available in a transparent way our suite of policies. Ensure they comply with 'Simplified English' standards. Positive Employee Relations
Comprehensive People Training Plan	Existing training plan well established and embedded into the business including recruitment and selection training for hiring managers in line with Equality Act 2010	Continue to review and version control at regular periods and refresh in accordance with any changes in best practice and legislation, at the approval of the People Director	Ongoing	Head of Learning and Development	L&D	Ongoing compliance and promoting examples of good practice. "We Invest in People" accreditation (includes collating evidence under the IIP standards)
Ensure compliance with Gender pay reporting procedures and practices	Compliant with statutory requirements with improvements being recorded.	Build on progress to date to continue to reduce the gender pay gap.	Ongoing	Board of Directors	Finance & Payroll	Year on year reduction in gender pay gap across the organisation

E&D Objective	Current Position	Action/Task	When	Person Responsible	Resource Implications	Measure of Success
Ensure recruitment is undertaken in compliance with Equality & Diversity Standards	Maintained to various standards including *ISO 9001* and *ISO 27001. Managed in a consistent and fair way through our applicant tracking systems*	Continue to review and make improvements including monitoring with the new Career site via the Group applicant tracking system (Networx) and Hub	Ongoing	Recruitment Manager People Leadership team	Recruitment	Retain ISO standard accreditations for recruitment practices
Increase awareness of unconscious bias	All employees and agents are made aware through Equality & Diversity training / policies Managers encouraged to attend additional external training wherever possible to increase self awareness and gain objective experience (e.g. ACAS)	Refresh for relevance	Ongoing	People Director L&D	L&D	Pulse surveys to establish awareness levels

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E&D Objective	Current Position	Action/Task	When	Person Responsible	Resource Implications	Measure of Success
Expand partnership working with external employment groups	Partnership working exists on an individual contract basis	Continue to seek opportunities to work with charitable groups, specialist employment organisations and Job Centres to increase recruitment activity within local communities	Ongoing	Recruitment Manager People Director People Leadership team	Recruitment HR	Increased applications from direct partnership working.
Expand partnership links / working with BAME community groups	Partnership working exists on an individual contract basis	Continue to identify and create opportunities to work within BAME communities to raise the profile of the company and encourage applications from within these communities	Ongoing	Recruitment Manager People Director People Leadership team	Recruitment HR	Increased applications from direct partnership working.
Increase applications from within our local communities via existing colleagues	Refer a Friend scheme in place	Revise and re-launch 'Refer a Friend' to refresh and further promote awareness across the organisation	Sept 2020	Recruitment Manager People Director	Recruitment	Increased applications via scheme Increased number of rewards to existing employees
Align the organisations	All London salaries currently	Review current working practices	Ongoing	Recruitment Manager	Recruitment	Review document states where the organisation

practices in accordance with the Lord Mayor's Good Working Standard, wherever possible	meet or exceed the London Living Wage	against those of the GWS and identify actions required to incorporate the standards into the organisations own practices wherever possible.		People Director People Leadership team	People Leadership team	already has aligned practices. Action plan in place to identify steps required to meet any areas not currently aligned

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APPENDIX 4 – QUARTERLY SLNT MONITORING REPORT TEMPLATE

SLNT Reporting Table

Organisation	
TfL Contract / Project	
Date	
SLNT Reporiting Period (Quarter)	

SLNT Activity Area	Prioity Output	*Annual Target*	*Annual Forecast*	Outputs this Period	Total Outputs to date	Cross Check		Additional Detail / Information
	TfL Priority					SLNT Value	SLNT Totals	
Apprentices *(monitoring data to be provided on Sheet 3)*								
New Entrant - Level 2-3 (FTE)	Y					1	0	
New Entrant - Level 4+ (FTE)	Y					1.5	0	
Social Mobility - Level 2-3 (FTE)	Y					1	0	
Social Mobility - Level 4+ (FTE)	Y					1.5	0	
Exisiting Employee - Level 2-3 (FTE)	Y					1	0	
Exisiting Employee - Level 4+ (FTE)	Y					1.5	0	

SLNT Activity Area	Prioity Output	*Annual Target*	*Annual Forecast*	Outputs this Period	Total Outputs to date	Cross Check		Additional Detail / Information
Apprenticeship Success *(monitoring data to be provided on Sheet 2)*								
Completion (FTE)						1	0	
Job Creation *(monitoring data for placements to be provided on Sheet 2)*								
Social Mobility (FTE)						1	0	
Job Creation *(monitoring data to be provided on Sheet 2)*								
Targeted Placement Position (Days)						10	0	
Placement Positions (Days)						20	0	
Educational Engagement (Days)						20	0	
					Total SLNT Activity		**0**	
					Priority Activities		**0**	

Highlights: *Please provide further information on the activities undertaken in this reporting period. This could include a summary of the apprenticeships/job starts delivered, key partners/organisations that you have engaged with, schools/career fairs attended and placements offered.*
Issues / Concerns / Risks: *Please highlight any issues that have impacted your SLNT delivery.*

SLNT Outputs Monitoring Form

Please provide full monitoring information for all SLNT outputs reported in the SLNT Table on Sheet 1 below, excluding apprentice outputs which should be reported on Sheet 3 'Apprentice Monitoring'

Instructions for completion can be found on Sheet 4: Help & Guidance

Completed by:		Email:	

	Financial Year	Period from	Period to	
Reporting Period	2018-19			Note: Financial periods run from April-March

Contract Name	Employer name	Supplier Tier in Supply Chain. *Select from list*	SLNT Output Type Select from list	Start Date	Job Title	Duration (for placement outputs)	Workless Yes/No	Ethnicity *Select from list*	Gender *Select from list*	Disability Yes/No	Criminal Conviction Yes/No	Month and Year of Birth	Home postcode of apprentice (first section only e.g. CB12)	Unique identifier (self calculating field)
Example Contract Name	*Road Repair Ltd*	*Tier 1 - Direct Supplier*	*Targeted Placement Position*	*01/04/2018*	*Engineering Placement*	*10 days*	*Yes*	*Mixed / Multiple ethnic groups*	*Female*	*No*	*No*	*Jan 1970*	*CB12*	*CB1201-01-70*
														00-01-00
														00-01-00
														00-01-00
														00-01-00
														00-01-00

Apprenticeships data collection form

If there is more than one Apprenticeship on a contract please add an additional line to reflect this - see example below

Instructions for completion can be found on Sheet 4: Help & Guidance

Completed by:		Email:	

	Financial Year	Period from	Period to
Reporting Period	2018-19		

Note: Financial periods run from April-March

					Please only select ONE of these options, either standard or framework												
Contract name	Employer name	Supplier Tier in Supply Chain. *Select from list*	Start date of apprenticeship	Proposed end date of apprenticeship	Apprenticeships Standard - select from following link: https://www.gov.uk/government/collections/apprenticeship-standards	Apprenticeships Framework - select from following link: http://www.afo.sscalliance.org/frameworks-library/	Level of apprenticeship. *Select from list*	Occupation of apprenticeship (SOC code). *Select from list*	Workless Yes/No	Disability Yes/No	Criminal Conviction Yes/No	Ethnicity *Select from list*	Gender *Select from list*	Month and Year of Birth of apprentice	Home postcode of apprentice (first section only e.g. CB12)	Completed? Yes/No	Unique identifier (self calculating field)
Example contract name	*Road Repair Ltd*	*Tier 1 - Direct Supplier*	*12/08/2016*	*31/08/2018*	*Highways maintenance skilled operative*		*3*	*2121: Civil Engineers*				*White*	*Male*	*Jan 1970*	*CB12*	*No*	*CB1201-01-70*
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Help & Guidance

SHEET 1: SLNT Reporting Table - Guidance on what is required

Please fully complete the SLNT table, to include forecasted outputs for the year, outputs delivered in the current reporting quarter and total outputs to date for the year. Please ensure that full corresponding monitoring information is provided for all outputs reported in the quarter on Sheet 2 (all outputs excluding apprentices) or Sheet 3 (apprentices). Please use the 'highlights' box below the table to provide further detail on the activities delivered.

What is meant by an apprenticeship?

An apprenticeship combines practical experience in a job with study. Apprentices will work alongside experienced staff and gain job-specific skills. They earn a wage, get holiday pay and in some cases study towards a related qualification. Most apprenticeships take between 1 and 3 years to complete, depending on their level. Some can take longer. Apprentices must be enrolled on and working towards an approved Apprenticeship Standard or Framework. For frameworks, an apprentice will be working towards the selected knowledge and competence qualification/s listed on the framework, and complete their apprenticeship when they have completed the qualifications. For standards, an apprentice will be working towards the competencies set out in the end point assessment, and will complete when they have passed this assessment. It is important to remember that apprenticeships can cover a number of levels, ages and experience – it is not simply about school leavers. Up-skilling existing staff is also important, provided this is carried out using an approved Apprenticeship Standard or Framework.

What is meant by workless?

An individual who is economically inactive is classified as 'workless'. They could be in receipt of benefits but this is not essential. Someone who is in full or part time work or education, or who is moving from education into employment after the summer holidays, would not be classfied as workless, , As a guide, we would expect an individual to be workless for a minimum of 3 months prior to starting work to be reported as 'workless'.

How will this data be used?

The apprenticeship data on this template will be shared with DfT (Department for Transport). The Unique Identifier code (D.O.B and post code region) is only used to enable DfT to distinguish between unique individuals so that (i) DfT does not duplicate reports from the same source; and (ii) DfT can determine the number of unique individuals. If this ID code is collected together with other information which could identify an individual when combined, DfT remove the UI code to prevent this from occurring. The data contained within this template is used to provide high level statistical analysis and the data is anonymised. DfT will not disclose any information that would allow the individual to be identified.

SHEET 2: SLNT MONITORING FORM - Guidance on what is required for each field

Employer Name
Enter the name of the company the apprentice is employed with.
Supplier Tier in Supply Chain. Select from list
Confirm if the employer is a Tier 1 supplier. If not, select 'other supplier'
SLNT Output Type
Please select from the drop down list the SLNT output type that the individual is being reported as.

Start Date
Please state the start date of the individual.
Job Title
Please state the job title of the individual. If they are completing a placement, please state what role they are shadowing/interested in, or what department they are working in e.g Civil Engineering Placement. For graduates, please state what graduate scheme they are on e.g. Planning Graduate.
Duration
This field only needs to be completed for placement outputs. Please state the duration of the placement e.g. 2 weeks, or 1 day per week for 3 months.
Workless
Confirm if the individual was unemployed prior to starting work. See definition above.
Ethnicity
Select from the drop down list
Gender
Select from the drop down list
Disability
Select from the drop down list
Criminal Conviction
Select from the drop down list
Date of Birth
Input the individual's full date of birth
Home post code (first section only e.g. CB12)
Input the first half of the individual's home post code
Unique identifier (self calculating field) NOTE: Highlighted pink indicates apprentice is duplicated
Nothing needed in this field - populates automatically

SHEET 3: APPRENTICE MONITORING FORM - Guidance on what is required for each field

Employer Name
Enter the name of the company the apprentice is employed with.
Supplier Tier in Supply Chain. Select from list
Confirm if the employer is a Tier 1 supplier. If not, select 'other supplier'
Proposed start date of each apprenticeship
Enter the apprentice enrollment date.
Proposed end date of each apprenticeship
Enter the expected apprenticeship completion date.
Aprenticeship Standard - select from following link https://www.gov.uk/government/collections/apprenticeship-standards
If the apprentice is enrolled on an apprenticeship standard, use the link https://www.gov.uk/government/collections/apprenticeship-standards to select the relevant approved standard that the apprentice is working towards and include the full apprenticeship title.
Aprenticeship Framework - select from following link http://www.afo.sscalliance.org/frameworks-library/
If the apprentice is enrolled on an apprenticeship framework, use the link http://www.afo.sscalliance.org/frameworks-library/ to select the relevant approved frameowrk that the apprentice is working towards and include the full apprenticeship title including the pathway title.
Level of apprenticeship. Select from list
Select the level of the apprenticeship from the drop down list. Equivalence qualifications have been listed as examples.
Level 2 - (equivalent to GCSE [A* to C], NVQ level 2)
Level 3 - (equivalent to AS and A level NVQ level 3)
Level 4 - (equivalent to Certificate of Higher Education, NVQ level 4)
Level 5 - (equivalent to Higher National Diploma, NVQ level 4)
Level 6 - (equivalent to Bachelors Degree)
Level 7 - (equivalent to Postgraduate Diploma, Master's Degree)
Level 8 - (equivalent to PhD)
Occupation of apprenticeship (SOC code). Select from list
Select the most relevant job title/role from the drop down list. If your appentice occupation is a back office support function or not listed then select none of the above.

Workless
Confirm if the apprentice was unemployed prior to starting their apprenticeship. See definition above.
Ethnicity
Select the apprentice's ethnicity from the list, or select 'prefer not to say'.
Gender
Select from the drop down list
Disability
Select from the drop down list
Criminal Conviction
Select from the drop down list
Date of Birth of apprentice
Input the apprentice's full date of birth
Home post code of apprentice (first section only e.g. CB12)
Input the first half of the apprentice's home post code
Completed? Select from list
This selection is to measure the number of completed apprenticeships and is used for supplier monitoring and reporting
Unique identifier (self calculating field) NOTE: Highlighted pink indicates apprentice is duplicated
This field identifies if there are any duplicate entries when information is collated by TfL and the DfT.