

The apprentices would follow the pre-defined Apprenticeship Standard, as set out by the Skills Funding Agency and supported through an individual training plan, put together by the SLNT Coordinator, Manager and Apprentice. 6-monthly reviews of this training plan, to include Apprentice, Manager and SLNT Coordinator would ensure progress through the apprenticeship programme in a timely manner whilst gaining the right skills to fully achieve the units associated with the apprenticeship pathway.

Workless Job Start

Content: Following the skills gap analysis to ensure we have the right people in the right roles we would anticipate vacancies within the team. Following on from this, a targeted recruitment campaign would seek to attract talented candidates, currently not working. This can be achieved through using local organisations and agencies as well as attending local careers and recruitment fairs. The SLNT Coordinator would drive this, with support from the operational team.

Workless Graduate Job Start

Content: We would look to recruit a number of Graduates and [REDACTED], the SLNT Coordinator would facilitate this alongside the Commercial team. The position would be advertised to attract those currently living within London, having graduated within the last 12 months. To target those who are economically inactive, the role would be advertised by the SLNT Coordinator on university job boards, local employment agencies and via the VINCI recruitment pages on our internet site.

The graduate would undertake short placements across different facets of the business to gain an appreciation and understanding of the industry, and specific requirements of the contract. This would enable them to quickly progress and make a valuable contribution to the team as a whole.

Placement Positions

Content: The placement positions we offer will take a number of forms – the most common being school work experience and then, traineeships by registering with training providers and youth groups that offer these opportunities, we would be able to offer these placement opportunities to engage with those seeking to undertake some high quality work experience.

The placement would set out some achievable objectives and would be supported by both [REDACTED] [REDACTED], as SLNT Coordinator and the team members working directly on the contract.

School Engagement

Content: We have a number of activities to engage with local schools, from representation at local careers fairs (to actively seek for apprentices and trainees), to CV workshops, including mock interview sessions. We also participate in the “Get into Construction” initiatives, run through the Princes Trust, which helps develop the skills of young people and give an insight into the real world of work.

Title: SLNT Monitoring & Co-ordination

Job Start (non-workless)

Content: Given we will be undertaking a new scope of work for TfL, we would anticipate new opportunities to manage this workload. Where the skills and experience cannot be identified "in-house", we would look to recruit externally.

Title: Supply Chain Compliance

Content: (max 250 words)

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 should 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.

SLNT considerations for our supply chain will be addressed following the final selection as a means to aid the development of contracting organisations. We do not expect any of our supply chain to meet the '£1M = 1SLNT' requirement however where suitable and through agreement we may transfer some of our proposed SLNT output to our supply chain partners but only on the understanding that they can manage the process effectively which may include support from VINCI.

We will hold workshops with potential suitable contractors to ascertain their ability to take on these arrangements and at the same time provide information regarding potential funding streams and support. Our knowledge and expertise in this area will help guide suppliers to achieve the goals of this initiative,

We will also act as liaison between TfL's Supplier Skills Manager and our supply chain by facilitating opportunities for engagement which could include the provision of meeting space and access to training facilities where appropriate.

Content: (Max 250 words)

- 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?

■■■■■, Learning and Development Advisor, working as part of the VINCI Academy team, will be the SLNT Coordinator responsible for implementing, managing and reporting the SLNT activity within the Company.

Working alongside the managers assigned to the contract, the SLNT Coordinator will use the learning management systems in place to record and track SLNT activity including recruitment activity for apprentices and graduates, and training for all staff across all roles. Learning needs identified on a day to day basis or as part of a formal performance review will also be recorded.

A skills gap analysis will be undertaken on a quarterly basis to ensure training needs are identified and addressed in a timely manner. Progress of learners on formal programmes (i.e. apprentices) is monitored to ensure development is on track and milestones attained along the way.

A reporting schedule will be agreed with TfL at the beginning of the contract ensuring each party is aware of what is required of each of them.

Title: SLNT Implementation Arrangements

Content: (max 250 words)

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

- 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 Co-ordinator and establishment of the required administration, management and reporting structure.

A formal handover of all proposed arrangements will take place at the start of mobilisation; however, it should be noted that the proposed project team have been engaged in the process from the outset and have a good understanding of the SLNT proposal.

Each individual working on the new contract will have an opportunity to undertake a skills gap analysis to identify training needs at the beginning of the contract. The SLNT coordinator will collate any training needs identified and will prioritise the training along with their respective managers. The SLNT plan will then be implemented/ updated taking in consideration these needs and TfL requirements.

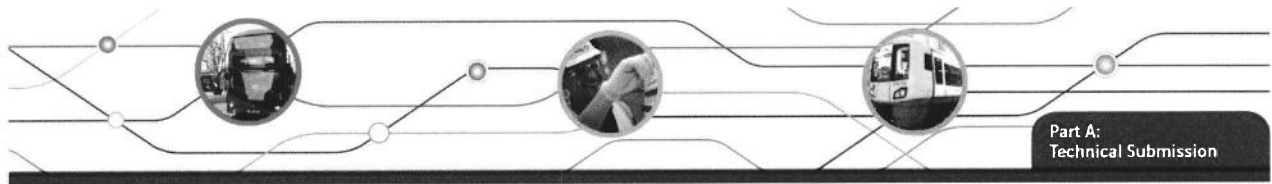
The mobilisation plan will have a section dedicated to the engagement of TfL to develop the SLNT Delivery Plan. This will be documented and take the form of a series of meetings and workshops to develop and fully understand the SLNT programme and timescales. TfL will have input into the final solution which will be agreed and implemented within the established timeframes.

We have an experienced SLNT Coordinator already in place and with support from the wider VINCI Academy Team, can manage the data and reports as required. This will be a continuation and expansion of the Coordinators current role. They have been involved in the creation of the proposal and have a full understanding of the requirements.

1. Please provide clarification on your workless apprentice activity and explain how you will ensure you target and attract young people from workless backgrounds or which partners or organisations you will seek to engage with to ensure your forecast is met. There are no details of previous success in this area - please confirm.

Supply chain compliance - please confirm if you will be putting in back to back clauses in your supplier

We recently engaged with a training provider, First Rung, to recruit a Business and Administration apprentice from a workless background. The training provider provided candidates actively seeking apprenticeships who are registered with them, and not working. We offered a traineeship to the candidate and then progressed them into a full apprenticeship role. As this has proven to be very successful, both for the candidate and the business, we would seek to use this training provider again, and seek to set up relationships with other training providers who would also support us to deliver a similar entry route (traineeship leading to apprenticeship) for the trade apprentices we will be recruiting



in the future. We would also engage with local Government-led employment services (such as Job Centre Plus) to ensure targeted recruitment towards the workless population. In addition, we would seek to engage with schools through the Careers and Enterprise Company initiatives to demonstrate to current pupils the success of former pupils who have moved on from being workless and into an apprenticeship.

VINCI confirms that all necessary back to back clauses will be included with our supplier's contracts, for example, training records and competency levels.

APPENDIX 4 TO SCHEDULE 17

Implementation Plan

SLNT Implementation Plan

1. Contact Information

TfL Contract

Supplier Skills Manager

Company

SLNT Co-ordinator

Contract Manager

Contact Phone Number

TfL Stakeholder / SRM

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

2.2 - Method:

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

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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		

APPENDIX 5 TO SCHEDULE 17

Monthly SLNT Monitoring Report Template

SLNT Monitoring Form

Organisation
TfL Contract / Project
Date
SLNT Reporting Period

SLNT Category	TfL Priority	Numbers				Additional Detail / Information
		Annual Target	Annual Forecast	Outputs this Period	Outputs To Date	
Apprenticeships						
- Apprentices Job Start (FTE)	Y	0	0	0	0	
- Workless Apprentices Job Start (FTE)	Y	0	0	0	0	
- Apprentice Start (Existing Staff)	Y	0	0	0	0	
Worklessness						
- Workless Job Starts (FTE)		0	0	0	0	
- Workless Graduate Job Start (FTE)		0	0	0	0	
Educational/Career Support						
- Placement Positions (Days)		0	0	0	0	
- School Engagement (Days)		0	0	0	0	
Job Creation						
- Job Start (non-workless) (FTE)		0	0	0	0	
		Total SLNT Activity		0	0	
		Priority Activities		0	0	

Additional Information

Highlights

Issues / Concerns / Risks

Job Start Monitoring Form

(To be Completed and Submitted with the SLNT Monitoring Form)

[illegible]

SCHEDULE 18: MOBILISATION REQUIREMENTS

1. The Supplier shall comply with:
 - (A) the Contract Mobilisation and Transition Plan set out at Appendix 1 (Contract Mobilisation and Transition Plan) to this Schedule 18 (Mobilisation Requirements); and
 - (B) the Business Continuity Plan set out at Appendix 3 (Business Continuity Plan) to Schedule 21 (Contract Management).
2. Without prejudice to the generality of paragraph 1:
 - (A) the Supplier's mobilisation team shall attend mobilisation/transition meetings chaired by the Company as will be scheduled by the Company and notified to the Supplier; and
 - (B) the Parties shall hold a daily conference call at a set time. The Supplier shall participate in this call and provide daily verbal updates.
3. In the event that the Supplier considers that there is likely to be a delay in carrying out any of the activities contained within the Contract Mobilisation and Transition Plan or Business Continuity Plan, it shall immediately notify the Company and provide its proposals to the Company for review and approval as to how it will mitigate the impacts of any such delay. The Supplier will thereafter comply with any such proposals as approved by the Company. Any failure by the Supplier to comply with this obligation shall be dealt with in accordance with Schedule 12 (Performance Measurement).
4. In the event that the Company considers at any time that there is likely to be a delay in carrying out any of the activities contained within the Contract Mobilisation and Transition Plan it may ask the Supplier to identify the reasons for such delay and immediately provide its proposals to the Company for review and approval as to how it will mitigate the impacts of any such delay. The Supplier will thereafter comply with any such proposals as approved by the Company. Any failure by the Supplier to comply with this obligation shall be dealt with in accordance with Schedule 12 (Performance Measurement).
5. Not used.
6. Without prejudice to the generality of the above, the Supplier shall at all times:
 - (A) establish and maintain a statutory aspects inspection and compliance schedule and register; and
 - (B) ensure it understands and applies the Company's permit to work system.

Appendix 1: Contract Mobilisation and Transition Plan

SCHEDULE 20: CONTRACT INNOVATION EFFICIENCY

1. Overview

This Schedule 20 (Contract Innovation Efficiency) sets out the process for the management and measurement of Contract Innovation Efficiency.

2. Definitions

"Annual CIE" has the meaning given to it in paragraph 4.2 of this Schedule 20 (Contract Innovation Efficiency);

"CIE Initiative" means those initiatives set out in the CIE Initiative Plan;

"CIE Initiative Plan" means the plan set out in Appendix 1 (CIE Initiative Plan) to this Schedule 20;

"CIE Initiative Sponsor" means the individual identified by the Company pursuant to paragraph 3.3.1a of this Schedule 20;

"CIE Review Form" means the form set out in Appendix 2 (CIE Review Form) of this Schedule 20;

"CIE Review Meeting" means the meeting between the Company and the Supplier to discuss the on-going achievement of CIE Initiatives and which takes place on a bi-annual basis;

"CIE Review Process" means the process set out in paragraph 3.2 of this Schedule 20;

"CIE Status Report" means the report to be produced by the Company on a quarterly basis and which sets out the Working CIE Initiatives and the Completed CIE Initiatives;

"CIE Target" has the meaning given to it in paragraph 4.1 of this Schedule 20;

"Completed CIE Initiative" means those CIE Initiatives completed by the Supplier in accordance with the processes set out in this Schedule 20;

"Contract Innovation Efficiency" or "CIE" means a reduction to the Price for Services Provided to Date realised through the implementation of agreed CIE Initiatives;

"Contract Year" means each period of 12 consecutive calendar months starting on the Services Commencement Date.

"Period" means the Company's accounting periods as notified from time to time by the Company to the Supplier each such period being of between 25 and 32 days and one of 13 periods during the Company's financial year;

"Proposed CIE Initiative" means those CIE Initiatives set out in the Proposed CIE Initiatives section of the CIE Initiative Plan; and

"Working CIE Initiative" means those CIE Initiatives set out in the Working CIE Initiatives section of the CIE Initiative Plan.

3. CIE Initiative Process

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- 3.1. Within the first three (3) months following the Services Commencement Date, the Company shall select a minimum of three (3) Proposed CIE Initiatives from the CIE Initiative Plan and these shall be recorded by the Company as Working CIE Initiatives in the Working CIE Initiative section of the CIE Status Report and shall be recorded by the Supplier in the Working CIE Initiative section of the CIE Initiative Plan.
- 3.2. The Supplier shall, using reasonable endeavours, ensure that:
 - 3.2.1. it is at all times working on the implementation of a minimum of three (3) Working CIE Initiatives;
 - 3.2.2. there is always a minimum of ten (10) Proposed CIE Initiatives in the CIE Initiative Plan; and
 - 3.2.3. it shall keep the CIE Initiative Plan updated at all times.
- 3.3. Following selection of a Working CIE Initiative by the Company, whether in the first three (3) months of the Contract or thereafter, the following CIE Review Process shall apply prior to implementation of the Working CIE Initiative:
 - 3.3.1. **Stage 1 – Initiative Commencement**
 - a. The Company shall identify a CIE Initiative Sponsor from within the Company who shall be responsible for overseeing the delivery of the Working CIE Initiative for the Company.
 - b. The Company's Representative shall issue the Supplier with a CIE Review Form as set out in Appendix 2 (CIE Review Form) of this Schedule 20 and the Supplier shall complete Stage 1 – Initiative Commencement.
 - 3.3.2. **Stage 2 – Feasibility Review Plan**
 - a. Within 28 Working Days of the Supplier being issued with the CIE Review Form, the Supplier shall complete the Stage 2 – Feasibility Review Plan section of the CIE Review Form, setting out the actions and requirements needed to complete the Stage 2 - Feasibility Review Plan for the relevant Working CIE Initiative, and shall submit this to the Company for review.
 - b. The Company shall review the completed Stage 2 – Feasibility Review Plan section of the CIE Review Form and shall agree a final version with the Supplier. In the event that agreement cannot be reached within a reasonable time period, the Company shall have the sole discretion to nominate the terms of the Stage 2 – Feasibility Review Plan for that Working CIE Initiative.
 - c. The CIE Review Form, which has been agreed or nominated pursuant to paragraph 3.3.2b, shall be signed by the Company's Representative, the CIE Initiative Sponsor and the Supplier's Representative. The Supplier shall then proceed with Stage 2 – Feasibility Review Plan in accordance with the signed CIE Review Form.

3.3.3. Stage 3 – Proposal and Implementation Plan

- a. Following the completion by the Supplier of the Stage 2 – Feasibility Review Plan, the Supplier shall complete Stage 3 – Proposal and Implementation Plan of the CIE Review Form, setting out the actions and requirements needed to complete Stage 3 – Proposal and Implementation Plan for the relevant Working CIE Initiative, and shall submit this to the Company for review.
- b. The Company shall review the completed Stage 3 – Proposal and Implementation Plan section of the CIE Review Form and shall agree a final version with the Supplier. In the event that agreement cannot be reached within a reasonable time period, the Company shall have the sole discretion to nominate the terms of Stage 3 - Proposal and Implementation Plan for that Working CIE Initiative.
- c. The CIE Review Form, which has been agreed or nominated pursuant to paragraph 3.3.3b, shall be signed by the Company's Representative, the CIE Initiative Sponsor and the Supplier's Representative. The Supplier shall then proceed with Stage 3 – Proposal and Implementation Plan in accordance with the signed CIE Review Form.

3.3.4. Stage 4 - Benefits Realisation

- a. Following completion of Stage 3 – Proposal and Implementation Plan by the Supplier, the Supplier shall complete Stage 4 - Benefits Realisation section of the CIE Review Form, setting out the anticipated cost saving to be achieved through implementation of that Working CIE Initiative and the actions and requirements needed to complete the Stage 4 – Benefits Realisation for the relevant Working CIE Initiative, and shall submit this to the Company for review.
- b. The Company shall review the completed Stage 4 – Benefits Realisation section of the CIE Review Form and shall agree a final version with the Supplier. In the event that agreement cannot be reached within a reasonable time period, the Company shall have the sole discretion to nominate the terms of Stage 4 – Benefits Realisation for that Working CIE Initiative.
- c. The CIE Review Form, which has been agreed or nominated pursuant to paragraph 3.3.4b, shall then be signed by the Company's Representative, the CIE Initiative Sponsor and the Supplier's Representative. The Supplier shall then proceed with Stage 4 – Benefits Realisation in accordance with the signed CIE Review Form.
- d. Following completion of Stage 4 – Benefits Realisation, the Supplier shall then proceed to implement the Working CIE Initiative in accordance with Stages 1 – 4 of the CIE Review Form, as agreed between the parties.
- e. To the extent that any variations to the Contract are required as a result of the implementation of a CIE Initiative by the Supplier, these will be made in accordance with Part A of Schedule 6 (Contract Variation Procedure). For the avoidance of doubt, any savings arising from Completed CIE Initiatives will not amend the Target Cost for any given Contract Year.

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3.4. Following completion of a CIE Initiative by the Supplier:

3.4.1. it shall be moved to the Completed CIE Initiative section of the CIE Status Report; and

a further CIE Initiative shall be selected by the Company from the CIE Initiative Plan and the Company shall include this in the Working CIE Initiative section of the CIE Status Report and the Supplier shall include this in the Working CIE Initiative section of the CIE Initiative Plan.

3.5. On-going achievement of CIE Initiatives shall be reviewed at the CIE Review meeting.

3.6. The CIE Status Report shall be updated by the Company on a quarterly basis and shall be reviewed at the CIE Review Meeting.

4. **Annual CIE Target**

4.1. The target CIE for each Contract Year is a reduction equivalent to [REDACTED] of the Target Cost relevant to each Contract Year (the "CIE Target").

4.2. In order to measure achievement of the CIE Target, the applicable CIE for any Contract Year (the "Annual CIE") shall be calculated against the Target Cost at the start of each Contract Year and is the sum total of all savings made under the Contract from Completed CIE Initiatives. The CIE Target does not include CIE Initiatives that have been unsuccessful or are not approved by the Company.

4.3. In relation to a Completed CIE Initiative, any savings made shall be applied in accordance with Clause 18A (Sharing Mechanism). For the avoidance of doubt, any savings arising from Completed CIE Initiatives will not amend the Target Cost for any given Contract Year.

4.4. At the end of each Contract Year, the Company will carry out a reconciliation of the total aggregate savings made as a result of Completed CIE Initiatives against the CIE Target for that Contract Year to assess whether the CIE Target has been achieved by the Supplier. In the event that the CIE Target is not met, the Company shall have the right to invoke paragraph 4.7 of this Schedule 20.

4.5. The CIE Target will not be applied to the final year of the Contract. By way of illustration, in the event that the Contract is extended pursuant to Clause 2 (Duration and Option to Extend):

4.5.1. for the maximum Extension Period of three (3) years, the CIE Target shall be applied to Contract Years 5, 6 and 7. The CIE Target shall not be applied to Contract Year 8;

4.5.2. for an Extension Period of two (2) years, the CIE Target shall be applied to Contract Years 5 and 6. The CIE Target shall not be applied to Contract Year 7; or

4.5.3. for an Extension Period of one (1) year, the CIE Target shall be applied to Contract Year 5. The CIE Target shall not be applied to Contract Year 6.

4.6. In the event that the Extension Period ends during a Contract Year, the CIE Target

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shall apply to the last full Contract Year.

- 4.7. The Company shall have the right to use the Escalation Procedure set out in paragraph 4 of Schedule 12 Part A (Performance Measurement Mechanism) in the event of any failure by the Supplier to comply with this Schedule 20 (Contract Innovation Efficiency).
- 4.8. A persistent breach of this Schedule 20 by the Supplier shall entitle the Company to terminate this Contract in whole or in part with immediate effect in accordance with Clause 44, as if such persistent breach were a Supplier Default.

APPENDIX 1: CIE INITIATIVE PLAN



Contract Initiative
Efficiency (CIE)
Initiative Plan

Contract:					Period:	
Company Representative:					Value completed to date:	
Company Representative summary of Period - Achievements, Challenges, Concerns, Risks etc						
<u>Working Initiatives</u>						
Initiative Title	Number	Status	Baseline date for completion	Actual / Forecast Completion	Comments & Key Actions	

<u>Proposed Initiatives</u>					
Initiative Title			Number	Date Created	Comments

<u>Completed Initiatives</u>			
Initiative Title	Number	Targets - fully, partially, not met	Comments

APPENDIX 2: CIE REVIEW FORM

STAGE 1 – INITIATIVE COMMENCEMENT

Contract:	
Initiative Title:	
Initiative Reference:	

Company's Representative:	
Supplier's Representative:	
CIE Initiative Sponsor:	

Target Completion Date:	
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Target Efficiency:	
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Description of Initiative:	
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STAGE 2 - FEASIBILITY REVIEW PLAN

Key Milestones	Date	Comments

Requirements to Undertake Feasibility Review	
Supplier's Resources:	
Company's Resources:	
Key Enablers:	

Stage 1 Sign off	Name	Signature	Date
Supplier's Representative			
Company's Representative			
CIE Initiative Sponsor			

STAGE 3 - PROPOSAL & IMPLEMENTATION PLAN

Target Completion Date:		Target Efficiency:	
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Details of Proposal	
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Key Milestones	Date	Comments

Requirements for Implementaion
Supplier's Resources:
Company's Resources:
Key Enablers: