

Construction Job & Apprenticeship Brokerage Pilot

Invitation to Tender

January 2012

Construction Job & Apprenticeship Brokerage Pilot Invitation to Tender

1. Purpose of document

To set out the specification for a construction job & apprenticeship brokerage pilot, to be implemented during the transformation phase of work on the Olympic Park, as a sector component of the overall brokerage model. The budget to deliver the post-Games transformation work for the North and South Park includes the removal of temporary venues and structures on the Olympic Park, removal of Games-time elements of permanent venues and the reconfiguration of roads, bridges and other infrastructure for legacy-use.

The pilot will provide an additional resource to work with contractors and sub-contractors for the North and South Park Transformation to help maximise the job and employment opportunities for targeted groups. This Invitation to Quote (ITQ) seeks proposals from qualified organisations to tender for the Construction Job and Apprenticeship Brokerage pilot. This brief sets out the objectives of the pilot, key indicators, milestones, including the tender process and timetable and the evaluation criteria.

2. The Olympic Park Legacy Company

The Olympic Park Legacy Company (the 'Company') is a public sector, not for profit company responsible for the long term planning, development, management and maintenance of the Olympic Park and its facilities after the London 2012 Games. The Company aims to create a lasting legacy from the London 2012 Games by developing the Park to become, in time, a new and prosperous metropolitan area of the city.

The Company was established by the Government and Mayor of London (our 'founder members') for a specific purpose – to create a lasting legacy from the 2012 Games within the Olympic Park. The Company was formally incorporated in May 2009, shortly after which the chair (Baroness Margaret Ford) and chief executive (Andrew Altman) took up their posts. The Company's board membership was announced in November 2009.

The Company is working with a variety of stakeholders and partners, in particular the neighbouring boroughs of Newham, Hackney, Tower Hamlets and Waltham Forest, to build a diverse and dynamic Olympic Park, which is well connected with the surrounding area, provides lasting national and local benefits and acts as a catalyst for regeneration in East London.

There will be a range of different uses and activities on the site including schools, health care facilities, leisure and sports, offices, shops, and other commercial activities. Over the course of the development of the Olympic Park, the Company is looking to work in partnership and to attract significant private sector investment to achieve its aims, which provides the best value for the significant public sector investment in the Park and its unique set of assets.

As one of its key corporate goals, the Company seeks ***to be a catalyst for regeneration in east London***, ensuring that its activities help to connect existing and future residents and businesses to the Queen Elizabeth Olympic Park physically, socially and economically. The Company's draft socio-economic policy has 3 core objectives which underpin this goal:

1. To create five high quality neighbourhoods
2. To promote growth and economic development
3. To build legacy careers

This project will support the delivery of the Legacy Company’s socio-economic policy, in particular objective 3, to “build legacy careers”. This policy commits the Company to undertake activities which:

- Use the development and operation of the future Queen Elizabeth Olympic Park to deliver local community benefit relating to training, apprenticeships, work experience, mentoring and employment.

2. Rationale for a pilot

The Company is keen to build strong partnerships with the Host Boroughs and other partners to promote regeneration and convergence and will seek to maximise local community benefit through the physical development and operations of the future Queen Elizabeth Olympic Park. The corporate plan (2011-2015)¹ has set out minimum workforce targets for the first phase of construction, which covers the transformation period. These are set out below and will be finalised following negotiation with the tier 1 contractors for the north and south park transformation.

Table 1 : Construction workforce targets covering transformation
25% of workforce that have permanent residency in HBs
10% of workforce that were previously unemployed
25% of workforce that are BAME
5% of workforce that are women
3% of workforce that are disabled people
3% of site workforce that are apprentices

The Company is keen to add-value to the efforts of Tier 1 contractors for the north and south transformation, to stretch workforce targets on the park and more widely to support local people, unemployed people and diverse groups into construction job and apprenticeship opportunities in the fringe developments adjacent to the Olympic Park.² The Company is seeking an appropriate delivery partner, with expertise and a proven track record in delivering targeted labour market interventions within the construction industry. The delivery partner is required to act as a broker between the labour demands of contractors and the labour supply sourced through local and specialist employment support services, to provide additional support to screen, prepare, train, match and support targeted groups into job and apprenticeship opportunities.

3. Description of the pilot

The 18 month pilot will commence in March 2012 to deliver against The Company’s employment and skills programme called ‘Legacy Careers’. The main objective of the pilot is to maximise training, apprenticeship and job opportunities for targeted groups through the transformation phase of the legacy development, without unrealistic commitments being imposed on contractors and sub-contractors.

The Company will build on lessons learnt through the Build phase of the Olympic Games and will use this pilot to strengthen partnership working and make stepped improvements to deliver targeted community benefits. The pilot will be used to inform The Company’s approach to delivering community benefits in further developments, including Chobham Manor, the first phase of residential development.

The Company’s approach is to collaborate with borough partners to seek a delivery partner that can provide a resource to contractors delivering transformation, and in particular contractors below the top-

¹ The Corporate Plan is subject to formal sign-off by Founder Members

² The fringe area is parts of Newham, Hackney, Tower Hamlets and Waltham Forest that surround the Olympic Park, to be defined and to include the proposed area for the Olympic Park Mayoral Development Corporation.

tier. The pilot will not replace existing provision by contractors or sub-contractors, but will provide additional resource to stretch the workforce targets and support people into training, apprenticeship and job opportunities within the construction sector.

The delivery partner will be required to source candidates through recruitment agencies that support residents from the host boroughs, unemployed people, women and disabled people into job and apprenticeship opportunities that come forward through the transformation phase and on fringe developments. These agencies include Workplace in Newham, Skillsmatch in Tower Hamlets, On-site in Hackney and Worknet in Waltham Forest.

The project dove-tails into the GLA Construction Employer Accord (CEA) programme and as such the successful bidder will be required to be a delivery partner for CEA on behalf of OPLC, which supports London's employers to recruit locally and diversify their workforce (see Appendix 1 for requirements). It is managed by Cross River Partnership (with City of Westminster as accountable body) on behalf of the GLA and has a ring-fenced budget to generate employment support outputs and sustained employment outcomes from the Transformation phase of the legacy development. The successful bidder will be required to provide 1:1 match funding to CEA grant (see Appendix 1 for more information). Please note bidders do not need to be an existing delivery partner for the CEA. Further information on the CEA can be accessed at www.crossriverpartnership.org/projects/ or contact ldubeck@westminster.gov.uk 07590 851 938.

There are three main roles:

- a) Employer Engagement – Manage relationship with all tiers of contractors delivering the transformation of the Olympic Park. In this role, the pilot delivery partner will broker job and apprenticeship opportunities for local people, BAME, women and disabled people. In this role, the pilot delivery partner will understand and meet the contractors' workforce requirements, including pre-employment, accredited and bespoke short-courses.
- b) Talent Management – Manage relationships with local and specialist providers of employment support and skills training to establish referral routes from borough-based facilities. In this role the pilot delivery partner will add-value to existing borough infrastructure to provide an industry-specific service to screen, prepare, train and match local people and equalities groups to the job and apprenticeships opportunities coming forward from the transformation contractors and developments in the fringe areas. The delivery partner will also be expected to provide continued support to ensure that the individual is sustained in employment.³
- c) Partnership working – Work with strategic partners to lever funding to deliver additional skills training needed to meet identified skills gaps. In this role, the pilot delivery partner will be steered by the client group who will approve training programmes and monitor delivery. The delivery partner will work alongside local providers and service academies to shape training provision. The delivery partner will also provide positive case studies, promote good practice and participate in skills showcase events.

4. Budget and timeline

This Invitation to Quote (ITQ) seeks proposals from qualified organisations to tender for the Construction Job and Apprenticeship Brokerage pilot. This brief sets out the objectives of the pilot, key indicators, milestones, including the tender process and timetable and the evaluation criteria.

³ GLA Construction Employer Accord project monitor sustained employment on two levels, 26 out of 32 weeks and again at 52 out of 64 weeks.

The pilot will run from 1st March 2012 to 31st October, 2013.

The total indicative budget for delivery of the pilot is £98,000 (excluding budget from the Construction Employer Accord).

5. Pilot objectives

The Company is looking for a delivery partner or a consortium who share our objectives to maximise sustainable job opportunities for local people, unemployed people and equalities groups from the transformation period of the Olympic Park. The objectives of the pilot are to :

- Stretch workforce targets for the transformation phase of the legacy project, to ensure The Company builds on the ODA performance. The targets within the pilot will be as per the table in section 6.
- Train and support local people, unemployed people and diverse groups into construction jobs and apprenticeship opportunities on the Park, in developments in the Olympic Fringe and more widely across the sector.

To deliver these objectives The Company expects that the delivery partner or consortium of partners:

- Provide a single point of contract for transformation contractors and sub-contractors to meet their recruitment and workforce development training requirements.
- Broker job opportunities and manage vacancy flows between the local job brokerages within the host boroughs and the contractors to ensure that a high number of candidates are successful, this will include additional screening, preparation, training and support.
- Broker apprenticeship opportunities and work with the National Apprenticeship Service and local training providers to support local young people onto apprenticeships.
- Identify skills training needs and with direction from the client group commission / deliver training courses that meet sector skills gaps between employer requirements and the local labour market, this includes pre-employment and pre-apprenticeship training as well as short vocational courses.

6. Key milestones

Milestone	Date
Return tender submissions	13 February 2012
Evaluation by client group	End February 2012
Appoint delivery partner and contractual agreements in place	Mid March 2012
Project inception meeting with client group	End March 2012
Project Plan approved by client group (including training programme)	End June 2012
Single point of contact established for all contractors	August 2012
Referral routes established with local and specialist providers, including Borough local labour schemes, Women into Construction, Remploy, JCP	August 2012
Risk register in place	August 2012
Quarter 1 progress report submitted - progress against KIs	December 2012
Quarter 2 progress report submitted - progress against KIs	March 2013
Quarter 3 progress report submitted - progress against KIs	June 2013
Forward strategy drafted to cover 1 st phase of Real Estate development	June 2013
Final report submitted - progress against KIs and lessons learnt	September 2013

7. Key indicators

Key Indicator	Base Target ⁴	Pilot Target
% of the workforce on the Olympic Park have permanent residency in the host boroughs	25%	+5% on base
% of the workforce on the Olympic Park were previously unemployed	10%	+2% on base
% of the workforce on the Olympic Park are Black and Minority Ethnic	25%	+10% on base
% of the workforce on the Olympic Park are women	5%	+2% on base
% of the workforce on the Olympic Park are disabled people	3%	+1% on base
% of the workforce on the Olympic Park are apprenticeships (16-24 years)	3%	+1% on base
% of vacancies in-flow to LLaBS within 48 hours	100%	
% of new hires that have been have permanent residency in the host boroughs.		35%
Number of people with residency in the host boroughs supported into a construction job or apprenticeship on the Park, or construction development in the host boroughs		Between 50-100 tbc
Number of skills development training complete (to be negotiated)	tbc	tbc

8. Client Group

The delivery partner will be expected to attend establish a Project Team that reports monthly to the Client Group which include representatives from OPLC, the Host Boroughs, Host Borough Unit, GLA, JCP and the National Apprenticeship Service. The nature of the reports will be linked to delivery of key indicators and the format agreed at the inception meeting

9. Evaluation criteria

The Legacy Company and partners proposes to select and award the contract to a delivery agent or consortium that offers the best combination of:

- Strength and depth in technical expertise;
- Proposed price; and
- Evidence that the proposed approach will deliver the aims and objectives of this commission

Bidders are asked to submit responses that cover the following evaluation criteria:

EVALUATION CRITERIA (based on ability to meet pilot objectives)	Score 0-5	Weight	Total	Max. Total
1. Technical approach and methodology				
1.1 The bidder has a sound approach and methodology to deliver this pilot and addresses all the requirements outlined in Sections 3, 5, 6 and 7 of this ITT including: <ul style="list-style-type: none"> • A project plan, timetable and resource plan • Project management and identified resources • Confirmation of the proposed Project Team members 		10		

⁴ Targets for the north and south transformation

2. Technical experience				
2.1 The bidder demonstrates capacity to provide a single point of contact for contractors and sub-contractors, with a proven track record of managing employer relationships within the construction sector to identify and meet their workforce requirements, including recruitment, pre & in-work training and apprenticeships.		10		
2.2 The bidder demonstrates the ability to broker jobs with contractors and manage vacancy flows between local and specialist employment services, demonstrating capacity to add-value to local services to provide additional screening, preparation, training and support with a proven track record of converting high conversion rates from applicant to job offer.		12		
2.3 The bidder demonstrates the ability to broker apprenticeship opportunities with contractors with a proven track record in working with the National Apprenticeship Service and local training providers to support local young people onto apprenticeships.		12		
2.4 The bidder demonstrates the ability to identify sector skills gaps and deliver training courses that meet contractor requirements and support those furthest from the labour market into a sustained job / apprenticeship opportunities. Equal consideration will be given to direct delivery or partnerships with local providers including host borough colleges, construction skills training centres and agencies working with women, people from Black and Minority Ethnic Communities and disabled people.		12		
2.5 The bidder demonstrates the ability to work in partnership and has a proven track record of working with strategic partners, including the Host Boroughs, JCP, Construction Skills, Skills Funding Agency and the National Apprenticeship Service. Demonstrating links with National, Regional and Local programmes.		5		
2.6 The bidder demonstrates capacity to be a delivery partner for the GLA Construction Employer Accord, as specified in appendix 1.		5		
2.7 The bidder demonstrates the ability to promote the 'Legacy Careers' brand and has a proven track record in generating positive PR, using positive case studies.		4		
2.8 The bidder demonstrates the ability to promote good practise and has a proven track record in promoting workforce diversification within the construction sector.		5		
2.9 The bidder demonstrates the ability to meet key indicators as stipulated in section 6 in the project specification paper, assuming total workforce on site is between 1,100 to 1,300 people at peak periods.		10		
3. Financial and Commercial				
3.1 Bidders submitting the overall lowest price will receive the maximum score. All other bidders will receive a pro rata score relative to that submitted by the lowest priced tender.		15		

10. Procurement Timetable

Procurement process commences	January 2012
Publication of notice	16 th January 2012
Deadline of receipt of tender responses	13 th February 2012

Evaluation of tenders	By 22 nd February 2012
Interview shortlisted bidders (if required)	w/c 27 th February 2012
Notification of successful bidder/unsuccessful applicants	By 5 th March 2012
Appointment and contract award	By 31 st March 2012

Applicants are required to return their response and any relevant supporting documents via electronic mail to the following address: paolonistri@legacycompany.co.uk by **12 noon on 13th February, 2012**

Contact details

For further information in relation to this commission please contact Paolo Nistri, by email only:
paolonistri@legacycompany.co.uk

Appendix 1: Construction Employer Accord

Background and Objectives:

The Construction Employer Accord project forms part of a wider GLA programme, which supports London's employers to recruit locally and diversify their workforce. It aims to maximise the take-up of 2012 Games-related and other Construction training and employment opportunities by workless Londoners. It is managed by Cross River Partnership (CRP, with City of Westminster as accountable body) on behalf of the GLA.

The model being encouraged is for the hosting of site-based posts employed by the client/developer/main contractor. These would work with sub-contractors to identify vacancies and skills requirements, as well as supporting individuals to prepare for these jobs and support them in work to sustain their employment.

The Construction Pilot delivery partner would be required to be a delivery partner for the Construction Employer Accord and a member of the Construction Employer Accord Network to help move project beneficiaries between live construction sites, and achieve the sustained employment targets.

Unit Payments:

Delivery organisations will deliver the following and receive cash payments for each evidenced output or outcome, as follows (definitions available):

- | | |
|--------------------------------------------------------|-------|
| • Employment Support outputs | £ 370 |
| • Job Start outcomes | £0 |
| • Employment Sustained for 26 out of 32 Weeks outcomes | £ 853 |
| • Employment Sustained for 52 out of 64 Weeks outcomes | £ 853 |

Maximum Funding:

To receive the full £150,000 potential funding allocation the following provides an example of how this could be achieved using the required ratios of outputs to outcomes. Please note bidders can apply for less than £150,000 and the output and outcome totals should be reduced by the same proportion. Also note that Bidders can choose to deliver more sustained employment outcomes to employment support output than the below ratio if desired (within £150,000 maximum funding) but may not deliver less.

100 Employment Support outputs	= £370 x 100	= £37,000
66 Sustained Employment for 26 week outcomes	= £853 x 66	= £56,500
66 Sustained Employment for 52 week outcomes	= £853 x 66	= £56,500

Forecast Profile:

Bidders should provide a table of forecast outputs and outcomes by month and also show associated funding by month based on the unit payments as above. These would be expected to commence from October 2012, with outputs running to March 2013 and outcomes through to March 2014. Please note that some sustained employment outcomes can commence from October 2013 as they can relate to beneficiaries who have been referred from other sites in the network, not just the new entrants who have received employment support.

Minimum Diversity Targets:

- 50% BAME
- 10% Women
- 5% Disabled. The definition of "Disabled" is "a physical or mental impairment which has a substantial and long-term adverse effect on a person's ability to carry out normal day-to-day activities". It is to be self-declared.

Beneficiary Eligibility:

Participants must be Economically Inactive for over 12 months, or for any period if under 25, and not on mainstream DWP provision or claiming an active benefit. However, up to 30% of the total reported

outputs and outcomes can be for beneficiaries that are either Economically Inactive for 6 to 12 months, or on JSA benefits for 6 months or more.

Reporting Requirements:

The delivery partner will be required to make quarterly returns to Cross River Partnership (City of Westminster) including performance against profile, and participant data. Performance information may also be required on a monthly basis as necessary. The delivery partner will also be subject to quarterly monitoring visits by Cross River Partnership, who will do a sample check of participant records. Please note there are minimum reporting requirements for each of the outputs and outcomes, which are described in the output definitions attached.

A requirement on the project is also to complete the Employability Performance Rating Calculator, which will only be required if over £50,000 is claimed per financial year (see the following link for more information <http://www.lda.gov.uk/work-with-us/delivery-partners/employability-performance-rating.aspx>).

Reporting Milestones

Construction Employer Accord outputs and outcomes commence and reported quarterly going forwards	October 2012
Final Construction Employer Accord outcomes reported	March 2014

Match Funding Requirement:

There is a requirement to contribute match funding towards delivery of outcomes, **at a minimum ratio of 1:1**. This can be from the public or private sectors and can include both cash and in-kind. Please note this cannot include funding for the OPLC Construction Pilot.