

TRANSPORT FOR LONDON

PLANNING AND CORPORATE PANEL

**SUBJECT: SKILLS AND EMPLOYMENT STRATEGY IMPLEMENTATION**

**DATE: 19 MARCH 2009**

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**1 PURPOSE AND DECISION REQUIRED**

1.1 The purpose of this paper is to update the Panel on the progress of the Skills and Employment Strategy implementation. The Panel is requested to note the information presented.

**2 BACKGROUND**

2.1 The TfL Skills and Employment Strategy was presented to the Board in December 2008.

2.2 The aim of the strategy is to ensure that our staff and those working in our supply chain have the skills TfL needs and also to improve the skills opportunities available to Londoners, particularly those from disadvantaged or under-represented groups. In particular, TfL is keen to minimise the risks faced by the organisation due to the skills shortage in particular transport related fields, such as engineering.

2.3 The strategy focuses on three key themes:

- a) Staff solutions. This theme is designed to ensure that TfL can recruit, support and develop the people it needs to fulfil its requirements.
- b) Education. The education theme seeks to develop the industry's future workforce, particularly with regards to engineering, planning and project management.
- c) Supply chain and industry solutions. This theme is designed to ensure that TfL can access, manage and make the most efficient use of its supply chain. It also seeks to ensure that, where appropriate, TfL's suppliers offer employment, training and skills opportunities to local communities.

**3 THE SKILLS AND EMPLOYMENT STRATEGY IMPLEMENTATION PLAN**

3.1 Over the last six months, concurrent with drafting the strategy itself, the project team has been working on an implementation plan.

3.2 The Implementation Plan builds on the information within the strategy document, with timelines showing key deliverables for each workstream, the teams responsible for this delivery, and giving greater detail on method, success factors, partners etc.

- 3.3 The second round of consultation on this plan was completed in February and the document is now close to sign off by Michael Higgins, the Interim Director of Organisational and Skills Development (O&SD).

## **4 GOVERNANCE**

- 4.1 In autumn 2008, the Skills and Employment Steering Group (SESG) was set up, chaired by Valerie Todd, then MD of Group Services. The purpose of this group was to act as the final strategic decision making body for skills work across TfL. The Group included Group Services directors, representatives from the modes, staff from Crossrail, and a representative from the LDA and the Commissioner's Office.
- 4.2 After the structural changes that took place in December, SESG meetings are now being chaired by Michael Higgins, Interim Director of O&SD. The group will continue to include modal representatives and senior officers from within Procurement and O&SD, along with representation from the Delivery Unit. It is envisaged that the first meeting will be with internal stakeholders and Crossrail, and will take place in April.

## **5 COMMUNICATIONS**

- 5.1 A communications plan for skills work generally is being developed by the Press Office, Public Affairs, the Skills Communications Manager and Director of O&SD. It is envisaged that there will be press work taking place to publicise "good news stories" around skills and this will commence with a release to the trade press following the Thought Leadership 'Mind the Skills Gap' seminar chaired by the Commissioner at the London Transport Museum on 13 March .

## **6 STAFF SOLUTIONS**

- 6.1 At present, the Project Management Office in O&SD is working with workstream leads for Staff Solutions to develop detailed project plans, milestones and producing project initiation documents where necessary.
- 6.2 Where projects are already underway or where work has become business as usual monitoring data is being sourced and collated.
- 6.3 Due to the recent changes in structure, there are also discussions taking place to find the best method of integrating new skills deliverables into O&SD's governance processes and project plans.
- 6.4 Once these programme management and governance arrangements have been agreed and implemented more monitoring data and information will be available.

## **7 EDUCATION**

- 7.1 Both the Education and Supply Chain themes are being project managed by the Project Management Office in Procurement. Below is an update on each of the workstreams referred to in the Skills and Employment Strategy.

- 7.2 **Crossrail Tunnelling Academy:** the business case is currently being developed and staffing process underway.
- 7.3 **Crossrail National Skills Academy for Construction:** Negotiations are underway with Construction Skills to establish a National Skills Academy at Crossrail.
- 7.4 **National Skills Academy for Rail Engineering:** An Expression of Interest (Eoi) is currently being developed for this Skills Academy. TfL is supporting the bid and assisting in the preparation of the Eoi.
- 7.5 **TfL Ambassadorship Programme:** 75+ TfL ambassadors have now been inducted into the programme.
- 7.6 **TfL 500:** Over 500 13/14 year old school children were put through a one-day course on engineering and transportation. Over 98 per cent of students reported the day increased their understanding and interest in engineering.
- 7.7 **U14-19 Diplomas:** TfL is currently piloting a programme with the Lambeth Academy to support engineering diplomas.

## 8 SUPPLY CHAIN AND INDUSTRY SOLUTIONS

- 8.1 **Strategic Labour Needs and Training (SLNT):** The SLNT toolkit has been completed and is currently with the Legal department. The first contracts to apply these requirements will be the new Cycling contract and Engineering and Project Management Framework.
- 8.2 **Supplier Skills Manager:** The Supplier Skills Manager is an LDA funded programme that embeds Skills Brokers within TfL to link the TfL supply chain into public sector funding and support services. This is now operational.
- 8.3 **SME/ BAME:** Competefor is now being utilised and increasingly deployed across TfL to allow Small and Medium Enterprises / BAMEs to access TfL's workload. TfL is also participating in forums established by Diversity Works London to promote SMEs/ BAMEs to its main suppliers.
- 8.4 **Supply Chain Management:** The supplier performance system continues to be rolled out across TfL, with IT suppliers having just been completed.
- 8.5 **Accessing the Supply Chain:** The Pre Qualifying Questionnaire phase of Engineering and Project Management Framework is currently being assessed. The Invitation to Tender will be released at the end of March.
- 8.6 **Labour Market Information:** The final report of the Project Brunel Industry Study has been received. This shows significant skills gaps with the engineering, technical and planning disciplines that relate to the transport industry. A summary is being prepared for use.

## 9 RECOMMENDATION

- 9.1 The Panel is asked to NOTE the information presented.

## **10 CONTACT**

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