

Transport for London

Skills and Employment Strategy

March 2009

Executive summary



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Transport for London's (TfL's) 10-year Skills and Employment Strategy seeks to guarantee that TfL and its supply chain continue to have the skilled workforce needed to deliver its transport objectives. The strategy, and its associated implementation plan, will be kept under review to maintain its alignment with Mayoral policy and the London Skill and Employment Board's (LSEB's) direction, as well as to make sure that emerging challenges are met and planned improvements are achieved.

Aims and context

Despite the recent economic downturn, London remains one of the most important centres for financial and business services in the world. The city is set to grow and prosper in the future, with more than 800,000 extra people and around 900,000 additional jobs forecast over the next 20 years. The impact of the predicted growth will mean that there will be changes in demand for public transport which, combined with TfL's challenging programme of transport improvements for London, will affect the number and type of staff that TfL and its supply chain need to employ.

Developing a comprehensive, consistent skills and employment strategy is important to TfL for two

main reasons. As an employer TfL has access to London's highly-qualified skills base but, along with its suppliers, it also has to compete with other successful companies that value skilled workers highly and reward them accordingly.

Secondly, TfL is an organisation committed to supporting London's local communities and promoting equal life chances for all through its recruitment practices and training opportunities, and those offered by its supply chain. The LSEB, which is responsible for delivering a long-term strategy for adult skills and employment in London, is a key partner.

TfL will work with the LSEB, the Greater London Authority (GLA) and other stakeholders to deliver the strategy, which aims to:

- > Ensure that TfL and its supply chain have access to staff with the necessary skills
- > Increase skill levels of staff and prospective staff within TfL and its supply chain through training and development
- > Support economic and social regeneration through employment and training opportunities
- > Work with partners to maximise skills and training opportunities
- > Ensure disadvantaged groups benefit from any employment, training and skills opportunities



‘We need the right people,
with the right skills,
at the right time.’

Peter Hendy CBE

Commissioner, Transport for London

Challenges

Renewal of the existing network and investment in new capacity, such as Crossrail, is essential to ensure that the transport system is equipped to accommodate projected increases in travel demand. Both require more people with appropriate skills to do the job.

Improving the transport network requires TfL to address various skills gaps in its workforce and its supply chain, particularly in engineering and construction. Despite the recent economic slowdown, over the longer term there will be continuing growth in the infrastructure sector, particularly in relation to road and rail. This will mean competition for skilled staff both from within the UK and also from international markets, such as India and China. This increased competition is in addition to an ageing workforce and a lack of apprentices and graduates coming into the industry.

As well as recruiting more skilled staff, TfL has a significant opportunity to increase skill levels within its existing workforce, improving employee job satisfaction and increasing staff

retention. Upskilling existing staff also makes additional entry-level positions available to Londoners with fewer or no pre-existing skills.

TfL must also ensure that its supply chain has the requisite capability and competency to deliver its work programmes. The Investment Programme requires TfL’s supply chain to provide high volumes of complex goods and services so there is a need for access to highly skilled workers. There is a risk to the efficient and effective completion of the Investment Programme if TfL does not ensure, through this strategy, that staff in its supply chain have the appropriate skills.

As well as securing the performance of its supply chain, TfL has the opportunity to provide training and employment opportunities to local communities both directly and through its supply chain.

Building Crossrail will help transform London’s transport network and has the potential to make a real difference to training and employment opportunities in some of the most



deprived parts of the Capital. At the peak of construction, there will be as many as 14,000 positions made available, enabling TfL to help excluded groups of Londoners and tackle worklessness.

Making it happen

The strategy and associated implementation plan have been developed through analysis of TfL's transport objectives, and the needs and views of key stakeholders within TfL and Crossrail. Although the figures may adjust in line with changes to programmes and investment plans, the objectives are fixed.

The programme is divided into three themes: staff solutions; education; and supply chain and industry solutions. Within each of these there are a number of topic areas, and within these there are individual workstreams, details of which can be found in the implementation plan.

Key recommendations

The key recommendations of each of the three themes are outlined here. They also seek to build on existing equality and inclusion work and help TfL and its supply chain to better represent London.

Staff solutions

This theme is designed to ensure that TfL can recruit, support and develop the people it needs to fulfill its requirements. TfL will:

- > Continue to ensure that it attracts and retains skilled staff through effective recruitment, succession planning and talent management processes
- > Upskill the existing workforce, in line with TfL's People Strategy
- > Better utilise and retain TfL staff with key skill sets by more effectively matching skills and career aspirations to ongoing projects and future workload
- > Develop and attract people from across all communities by encouraging re-skilling, tackling worklessness and working with those still in education to enable them to meet their full potential and prepare effectively for employment

Education

The education theme seeks to develop the industry's future workforce, particularly with regards to engineering, planning and project management.



TfL will:

- > Work with selected partners in the higher education sector to adopt a more integrated approach, combining student placement and recruitment activities with post-graduate training and allied research programmes
- > Establish a Crossrail Tunnelling Academy to alleviate this noticeable skills gap and to train local people in the required skill sets
- > Continue and build on the existing schools engagement programme promoting science, technology, engineering and maths subjects as a path to an engineering, technical or planning career

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.

TfL will:

- > Require its suppliers to offer employment, training and skills opportunities to local communities through the implementation of Strategic Labour Needs and Training (SLNT) requirements within its procurement process - and seek to support its suppliers to meet these requirements
- > Support small and medium-sized enterprises (SMEs) and black, Asian and minority ethnic (BAME) suppliers and ensure a level playing field with other larger suppliers. Where possible, TfL will require its larger suppliers to offer opportunities to SME/BAME companies

- > Access its suppliers in the most cost-effective and efficient manner possible and put in place a system to monitor and manage supplier performance, where required
- > Establish an industry-wide picture of the demand and supply of the required skill sets within the transport industry and put in place a system to allow long-term monitoring to aid decision making

Conclusion

The TfL Employment and Skills Strategy identifies a comprehensive range of workstreams and deliverables to ensure that TfL has access to the skilled staff it needs to deliver the challenging transport objectives for London, as well as addressing wider economic and social inclusion issues. By having such workstreams in place, TfL can be confident that the delivery of its services, plus the planned improvements to London's transport network, are secure.

The full version of this report is available online at tfl.gov.uk/skills

Workstreams

Summary of workstreams by topic

Theme	Topic	Workstream
Staff Reduce turnover, improve recruitment, upskill existing staff	Topic 1 Retain existing staff	Workstream 1a Monitor staff leaving and understand reasons Workstream 1b Succession planning/talent management Workstream 1c Rewards package improvements
	Topic 2 Recruit experienced staff	Workstream 2a Effective and efficient recruitment process
	Topic 3 Upskill existing workforce	Workstream 3a Build on existing competency frameworks Workstream 3b NVQ 2-3/competency assurance Workstream 3c Foundation degrees Workstream 3d Basic skills
	Topic 4 Efficient use of scarce resources	Workstream 4a Greater visibility of long-term skills requirements across TfL and the supply chain Workstream 4b Better utilise and retain those with key skill sets already in the workforce
	Topic 5 Developing new staff	Workstream 5a Conversion programmes for career changers Workstream 5b Graduate scheme and undergraduate placements Workstream 5c Work-based apprenticeships schemes Workstream 5d Employability programmes

Theme	Topic	Workstream
Education Develop the industry's future workforce	Topic 6 University/college partnerships	Workstream 6a University/college partnerships
	Topic 7 Academies	Workstream 7a Crossrail Tunnelling Academy Workstream 7b Schools academies Workstream 7c National Skills Academy
	Topic 8 Schools engagement programme	Workstream 8a TfL Ambassadorship Programme Workstream 8b TfL500 - one-day workshops with 500 students Workstream 8c 14-19 Diplomas
Supply chain & industry Generate more and better supply of resources and join forces with industry and other stakeholders	Topic 9 SLNT	Workstream 9a SLNT requirements and processes Workstream 9b TfL Supplier Skills Manager
	Topic 10 SME/BAME suppliers	Workstream 10a Supporting SME/BAME suppliers
	Topic 11 Supply chain management	Workstream 11a Management of key suppliers Workstream 11b More efficient use of the supply chain
	Topic 12 Accessing the supply chain	Workstream 12a New TfL frameworks
	Topic 13 Labour market information	Workstream 13a Industry study and model

