

TRANSPORT FOR LONDON

PLANNING AND CORPORATE PANEL

SUBJECT: SKILLS AND EMPLOYMENT STRATEGY IMPLEMENTATION

DATE: 12 MAY 2009

1 PURPOSE AND DECISION REQUIRED

1.1 The purpose of this paper is to update the Panel on the implementation of TfL's Skills and Employment Strategy. 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 possess the skills that TfL requires, and also to improve the skills and opportunities that are available to Londoners. The strategy also sets out to minimise the risks faced by the organisation due to skills shortages, particularly in transport related fields, such as engineering.

2.3 The Panel last received an update on the Skills and Employment Strategy at its meeting on 19 March.

3 GOVERNANCE

3.1 The reconstituted Skills and Employment Steering Group (SESG) met for the first time on 17 April. The purpose of this group is to act as the final strategic decision making and monitoring body for skills development across TfL. Membership is drawn from each of the TfL modes, corporate directorates and Crossrail. This wide range of delegates will help to ensure that the Skills and Employment Strategy effectively addresses the needs of the whole business.

3.2 On the agenda were updates from the Staff, Education and Supply Chain Project Management Offices, a discussion of both internal and external communication activities that were taking place, and an opportunity to discuss the future monitoring report format.

3.3 The Steering Group agreed that the terms of reference should be amended to reflect that any activities that might not be aligned to the Skills and Employment Strategy should be brought to SESG for consideration and a decision. This replaced the previous terms of reference, which gave SESG final approval of all projects relating to the TfL Skills and Employment Strategy. The Steering Group considered that this might unnecessarily delay, or restrict, the progress of appropriate projects that were in full accordance with the Strategy.

3.4 Delivery of the Skills and Employment Strategy will be monitored by the

Organisational and Skills Development Project Management Office (Staff theme) and the Procurement Skills Project Management Office (Education and Supply Chain themes).

- 3.5 The project management offices are working together to ensure that reporting is aligned and that TfL delivery against GLA and LDA targets is monitored.

4 DELIVERABLES

- 4.1 The implementation plan is divided into three themes; Staff, Education, and Supply Chain and Industry. These are, in turn, divided into topics and then workstreams. A full list of these workstreams, together with their deliverables and timeframes, is outlined in the Skills and Employment Strategy Implementation Plan, which has been circulated separately to Members.

5 PROGRESS ON IMPLEMENTATION TO DATE

Staff theme

- 5.1 Following the appointment of a Head of Organisational Capability, a review of internal processes for succession planning and relating them to demand planning for long term skills requirements has commenced.
- 5.2 Also underway is a review of TfL's approach to reward, with the aim of promoting a performance-orientated culture where key skills, knowledge, experience, behaviours and results are the prime focus of the reward package.
- 5.3 The TfL recruitment team are using the Pearn Kandola review, as outlined in the Breakthrough Recruitment and Selection Review paper presented to the Panel on 19 March, to improve TfL's recruitment processes. The current focus is to increase interviewing skills, improve the quality of interview documentation and assure the skills of all assessors.
- 5.4 Consultation has now been completed with modal Chief Operating Officers and the Project and Programme Management community, with regards to ensuring a better utilisation and retention of those people with key skill sets.
- 5.5 During 2009/10, a pilot programme is taking place in London Underground to assess the basic skills of operations staff. This analysis will be completed by the end of June and should show if there is a match between the skills levels already possessed and those required for Level 2 numeracy and literacy standards.

Education theme

- 5.6 The business case for the Crossrail Tunnelling Academy is currently being developed and TfL is supporting the submission of an 'expression of interest' to develop the National Skills Academy for Rail Engineering.
- 5.7 There are 70 engineers who have volunteered to become TfL ambassadors under the schools engagement programme, with 42 having completed their training. The transport planning ambassadors scheme is also underway, with over 25 transport planners already signed up to the scheme.

More than 500 students have attended a one day course on engineering and transportation. Over 55 per cent of the participants were young women and 95 per cent of students said the event increased their understanding of engineering.

Supply Chain theme

- 5.8 A draft Strategic Labour Needs and Training (SLNT) toolkit has been developed and SLNT requirements are now incorporated in four major procurement contracts worth over £1.5 billion. Targets for 2009/10 include 200 apprentices within the supply chain.
- 5.9 Funding for a Supplier Skills Manager, based within TfL, has been provisionally agreed with the LDA. The role will coordinate the activities of organisations, such as Sector Skills Councils, the LSC and the LDA, into one integrated programme.
- 5.10 The Project Brunel report on industry skills and resourcing has been completed. A meeting will be held with the Department for Transport and other partners, in order to develop an action plan based on the recommendations of the report.

6 RECOMMENDATION

- 6.1 The Panel is asked to NOTE the report.

7 CONTACT

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