

# MODEL WORKING

## TAKING A DIFFERENTIATED APPROACH TO DELIVER APPRENTICESHIP OPPORTUNITIES

### Background

Transport for London (TfL) has been given a target to create 850 apprentices per year as part of the Mayor's commitment to provide 1,000 apprenticeships annually across the GLA Group and its supply chains.

It is a challenging target. In seeking to meet it, TfL has recognised the valuable contribution which many different organisations can make, including employers, training providers, funding agencies, local authorities, voluntary groups, charitable organisations, and others. Different approaches are required in order to take account of the needs of different sectors of the economy, individual company business models and the variety of people seeking apprenticeship positions.

Across these models the GLA Group's Supplier Skills Team have been instrumental in ensuring efficient use of resources and effective co-ordination of delivering 'demand led' programmes centred upon our suppliers business requirements.

### Key themes

#### Borough Apprenticeship Programme

Five London boroughs Tower Hamlets, Lambeth, Redbridge, Hillingdon and Hounslow all have apprentices through the 'Borough Apprenticeship programme'. This pilot focuses on providing apprentices to work in civil engineering – highways maintenance and design. Skill shortages are prevalent in this sector, with further concerns around the ageing workforce.

TfL Borough Partnerships initially secured the interest of the boroughs and are planning to expand the scheme to other boroughs and across different sectors.

This collective approach promotes cost effectiveness, generates critical mass and facilitates shared learning.

#### Industry Led Consortium

This approach has involved the creation of a consortium, seeking to deliver civil engineering technician apprenticeships. Six of TfL's engineering consultancy suppliers used their aggregate demand to drive the first ever fully funded further education course for this qualification. This approach has been welcomed and actively supported by the National Apprenticeship Service. >>

“Working together with the other boroughs in this programme has widened the opportunities for all the apprentices involved. The support of TfL and Construction Skills has also made the outreach and recruitment process very efficient and well-organised.”

**Julia Fitzgerald**

Business Forum Manager,  
London Borough of Hillingdon

ARUP

CAPITA SYMONDS

Halcrow

Hyder

Mott MacDonald

WSP

Apprenticeships

ice  
Institution of Civil Engineers

Consortium members include Mott MacDonald; Arup, Capita Symonds, Halcrow, Hyder and WSP. Apprentices who participate will gain experience leading to the Institute of Civil Engineers (ICE) EngTech qualification. In addition, technicians will be able to progress to degree-level studies and full professional membership of the ICE.

### **Apprenticeship training Agency (ATA)**

A group training model is offered through The London Apprenticeship Company (LAC). The LAC is an ATA, supported by the London Development Agency and set up to support small and medium-sized enterprises in London to offer apprenticeship opportunities.

With access to over a 1000 young Londoners, many of whom are not in employment education or training (NEET's) the LAC source, select and recruit candidates and then employ apprentices on behalf of business. They will administer the training provision, secure available government funding and provide ongoing support.

This approach gives smaller organisations in particular, which are recognised as having a vital role in generating economic recovery, the opportunity to benefit from an apprentice.

### **Industry Partnerships**

A fourth approach has involved working with an individual company to develop apprenticeship opportunities by developing a wider framework of technical qualifications.

A programme with First Group (a bus operator) employees seeks to enhance the skill levels of participants. Recruiting 300-400 drivers annually this programme provides employees with the skills needed to deliver excellent customer service and develop the capability of their workforce.

Another important aspect of the programme has been the creation of a new framework for bus drivers' technical qualifications which will apply nationally.

This development work was undertaken in collaboration with 'Go Skills' the sector skills council for passenger transport. The technical qualification we have jointly developed is now embedded within a new industry wide apprenticeship framework.

### **Outcomes**

In 2009-10, TfL and its supply chain commenced almost 650 apprenticeships. The approaches and models outlined will ensure apprentice numbers continue to increase. In addition, useful lessons have been learned about how best to meet the demands of employees and applicants, in a range of approaches that are responsive to business requirements.

“Mott MacDonald has made a commitment to training technicians across the UK and TfL's requirements helped us concentrate on the apprentice route in London, as well as helping us persuade other consultants to come on board.”

### **Carole Teacher**

Mott MacDonald

“The LAC boosted my confidence and gave me the guidance to go onto volunteering and a job with Telent. London Apprenticeship Company is the best as they helped me get where I am today.”

### **Nohman Younis**

(LAC) candidate now placed with Telent a TfL Supplier

“We hope through our involvement in developing this apprenticeship our employees will feel better prepared to deliver the worlds leading bus service TfL and FirstGroup aspire to deliver.”

### **Kieran McDonnell**

Recruitment Manager  
First London

For any additional information on this case study or other TfL related work in this area, please contact the supplier skills team at [supplierskills@TfL.gov.uk](mailto:supplierskills@TfL.gov.uk).