



responsible
procurement

GLA group
Central
Responsible
Procurement
Team

Strategic Labour Needs and Training – TfL Approach



Regional / National Drivers

- Strong Mayoral agenda around:
 - Greater support to employers in providing more jobs and skills opportunities to Londoners;
 - Supporting Londoners to improve their skills and prospects;
 - London Skills and Employment Board;
 - The Economic Recovery Action Plan;
- Other national and regional agendas around
 - Increasing the number of apprentices
 - Worklessness Agenda
 - Long term unemployed
 - Ex-offenders
 - Growing recognition that major public sector contracts/ procurements must offer skills and employment benefits to local people
- Skills shortages in certain engineering and technical areas (even with the current economic circumstances)

What Is SLNT?

SLNT is composed of two broad and interlinked strands:-

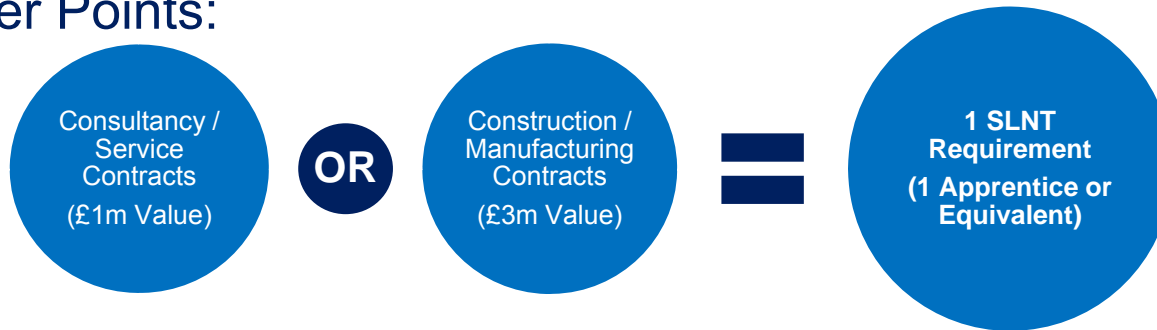
- A procurement toolkit that provides a set of requirements within TfL contracts that seek to ensure TfL's supply chain:
 1. Train and develop their workforce to ensure capability/competency;
 2. Offer training, employment and skills opportunities to London communities, particularly in relation to disadvantaged groups;
- An LDA funded Supplier Skills Team embedded within TfL to assist suppliers to gain access to public sector funding and support to meet their SLNT requirements

Implementation of SLNT – Key Points

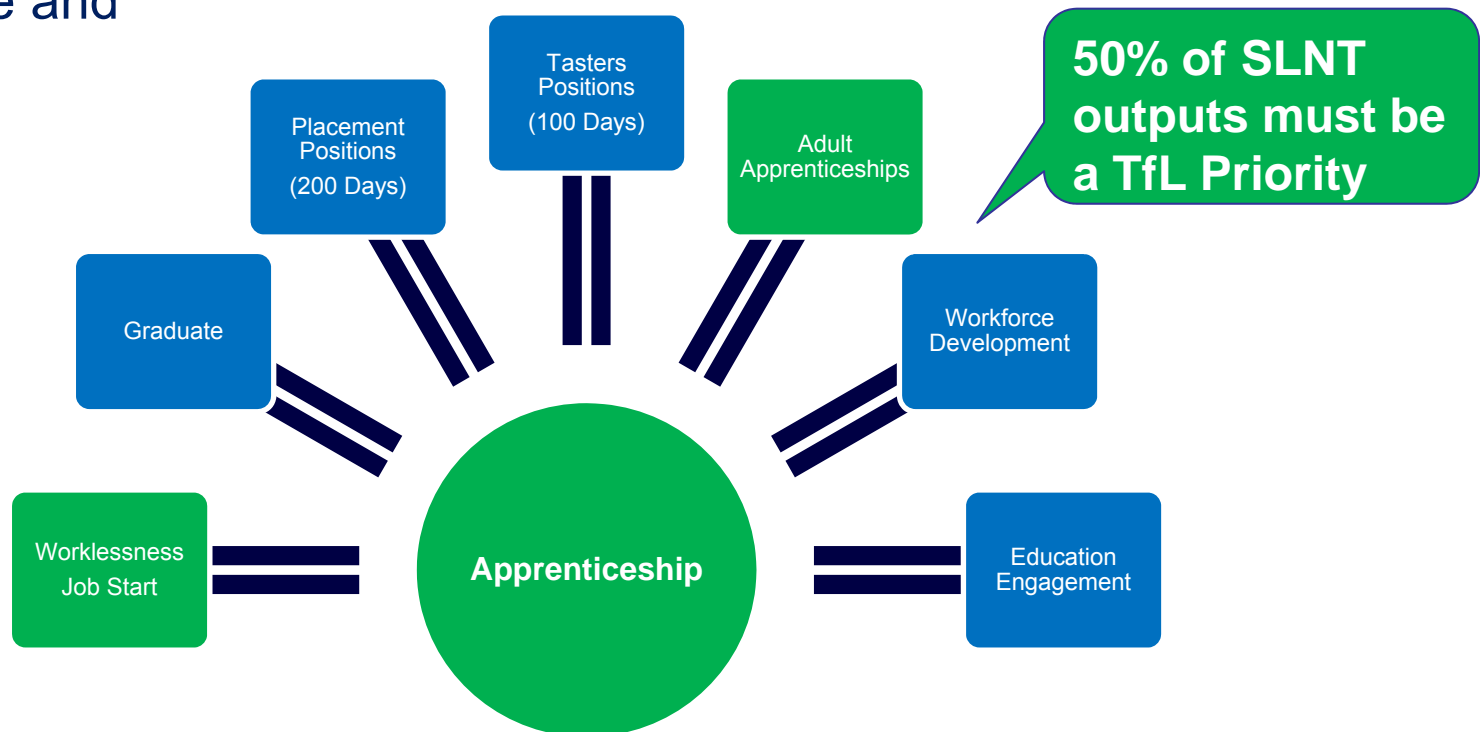
- Toolkit provides clear guidance and targets of what TfL expects from its suppliers and how they should respond;
- Contracts are considered on a case by case basis to identify which have the greatest scope for implementing SLNT provisions;
- Relevance and proportionality are the key to ensuring supplier compliance, and are considered at an early stage with legal and subject matter experts;
- PQQ / ITT stages are designed to ensure supplier awareness of the SLNT requirements and provide TfL with an outline delivery plan;
- Key stage is post contract award and the requirement for the supplier to work with TfL to develop a detailed delivery plan;
- Monitoring and contract management critical to successful delivery;
- SLNT seen as part of a broader long term relationship with suppliers through SRM / contract management.

SLNT Output Levels and Equivalence

- Trigger Points:



- Equivalence and Priority:



The Role of Supplier Skills Managers (SSM)

- The role of the SSM's is to assist TfL suppliers gain funding and support from available employment and skills programmes;
- The positions are embedded within TfL and funded by the LDA;
- The SSM will work with TfL's Supply Chain to understand the suppliers' requirements in terms of SLNT and help them deliver;
- The SSM will help co-ordinate the various agencies and organisations (including Sector Skills councils, LSC, LDA etc) that offer skills or employment funding, into one integrated programme;
- The SSM will co-ordinate and monitor the TfL Supply Chain to ensure SLNT Requirements are being met.

Conclusions and Lessons Learnt

- Crucial to involve the project teams and supply chain at the earliest possible opportunity;
- Ensure integration of effort both internally and externally
 - SLNT forms part of the SRM, Account Management, Performance Management systems and processes within TfL
 - Align best practice internal skills activity with best practice activity within the Supply chain (i.e. Learn off each other)
 - Internal/ external communications a key
 - Use the TfL work programme to help obtain / develop required support and funding from skills and employment programmes and agencies;
- Work proactively with suppliers to develop joint programmes – don't just rely on the contractual clauses
- Importance of the Supplier Skills Team to ensure engagement from Suppliers
- Major contracts with SLNT in them include:-
 - Cycle Hire Contract (~ £120 million)
 - Engineering and Project Management Framework (~ £500 million)
 - LUL/ Metronet Total Purchased Service Contract (~ £750 million)