



# Driving Social Mobility in Transport





## THE CHALLENGE

**Transport matters. Whether by road, rail, air or sea, it helps move people, goods and trade around our country and across the world.**

With people now making twice as many journeys as we did just fifty years ago, we need an infrastructure network in place to help support this.

There is therefore a hugely exciting opportunity for the transport industry. We are already seeing nationally significant projects such as Crossrail, HS2 and Heathrow expansion in progress; these projects highlight how we need to be at the forefront of training up workers today to help us build the infrastructure of tomorrow.

With growth comes opportunity, but also challenges. It is essential that as this sector grows, we have the highly skilled workers in place who are able to fill these gaps. It is right that the opportunities this growth creates are open to everyone. As unemployment reaches an historic low, businesses need to consider how they attract and support workers from increasingly diverse backgrounds, circumstances and needs. And it is important that we work together to deliver this legacy.

That is why social mobility is so important; growth in this sector means that businesses need to break down barriers to inclusion and widen their pool of applicants. It is crucial for us

to recognise that 'business as usual' is no longer good enough. However, in order to widen the pool of applicants, there need to be the requisite programmes in place. There is an oft-expressed frustration that applicants are not work ready but through programmes such as work experience, work placements and pre-apprenticeship schemes, this can change.

And it is businesses that should be at the forefront of driving this change – they hold the keys to helping young people from all walks of life launch their careers in the transport sector.

A socially mobile workforce is vital if we are going to capitalise on the opportunities the transport sector presents. I have seen the difference this makes first hand in my role here at Heathrow.

There are many organisations already doing this brilliantly; they each show that a socially mobile workforce is one which will benefit not just you as an employer and not just the transport industry, but the country as a whole.

I urge each of you to invest in our people, ensuring that we can realise the ambitions that this sector presents.

Kind regards,

*Becky Dovers,*

*People Director, Heathrow Expansion,  
and Leader of the Social Mobility Working Group for the Strategic  
Transport Apprenticeship Taskforce (STAT)*



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# SOCIAL MOBILITY IN THE TRANSPORT SECTOR

The Social Mobility Working Group, which forms a part of the Strategic Transport Apprenticeship Taskforce (STAT), was set up to address the issue of social mobility in the transport sector, and to ensure businesses are doing all they can to ensure more equal access to the workplace.

The transport sector needs to ensure that its workforce properly represents and offers opportunities to the communities it serves as we build and maintain the transport networks of the future, for a changing society.

In 2019 STAT have been able to report progress in the diversity of its workforce. At 21.8%, BAME representation continues to grow and we have seen an increase in the female proportion of technical and engineering starts to 15.4%. However, there is still a lot to do and STAT remains fully committed to this agenda.

STAT recognises that the transport sector, from SMEs in the supply chain to the larger more established businesses, needs to open up further routes into apprenticeships.

That is why the Social Mobility Working Group are such strong advocates of pre-employment training, including initiatives such as work experience, work placements and pre-apprenticeship schemes. By encouraging businesses to offer such programmes,

the pool from which applicants are taken naturally increases, leading to further social mobility within the workplace.

There are already many employers leading fantastic programmes to support social mobility in the transport space. And not only does widening the pool of entrants benefit those who might not necessarily have been given the opportunity, but a business that is truly socially mobile yields many benefits itself – the retention of diverse talent, greater creativity and innovation, and access to a larger talent pipeline.

Bringing about lasting change is a gradual process and there are already some examples of excellent practice across the sector. However, in order for this practice to benefit the whole transport industry, such initiatives need to permeate the entire industry.

Building on and expanding the adoption of pre-employment training throughout the industry will help to truly transform the social mobility of our transport workforce.

The following leaflet showcases some best practice examples of how STAT members are using pre-employment training to drive social mobility and provides further information on how you can be involved too.





*I have been proud to be part of accelerating our journey to tackle the skills challenge and diversify our workforce. As we enter an exciting new era for national infrastructure in the UK, we now have an opportunity to build a lasting legacy.*

**John Holland-Kaye**  
CEO – Heathrow

## HEATHROW EMPLOYMENT AND SKILLS ACADEMY

Working alongside Heathrow, business partners, local employers and a range of service providers, Heathrow's Employment and Skills Academy was set up to serve the airport's surrounding communities, support local economic growth and help future employees fulfil their potential.

The Academy offers a range of pre-employment training, including two airport specific courses. These courses ensure candidates receive the training to be not just job-ready, but ready for their specific role, with each programme tailored to match current vacancies within the airport.

The first airport specific course, the WorkSkills programme, is designed to help improve understanding and application of personal, social and employability skills. The second, the Construction Employability Skills training course, offers a similar programme but with a specific focus on the construction industry.

Heathrow have also recently pledged to offer 10,000 work experience days by 2030 and up to 1,200 work placement days to local T-level students in construction and design from September 2020, as it seeks to make the most of the once in a generation opportunity expansion presents.

For more information, visit:  
[www.heathrowacademy.co.uk](http://www.heathrowacademy.co.uk)







# TRANSPORT FOR LONDON

## STEPS INTO WORK

Transport for London (TfL) recognised that not everyone is in a position or ready to apply for their first job. Their *Steps into Work* programme welcomed its tenth intake in 2019, offering people aged 16 and above with mild to moderate learning disabilities and those on the autistic spectrum the opportunity to hone their abilities and gain work experience.

It is through programmes like *Steps into Work* that entrants, who receive considerably fewer opportunities for employment than others (only 6% are in paid employment nationally), can be nurtured into developing their own unique talents and experience for the benefit of themselves and the organisation as a whole. It moves individuals closer to employment through work placements and completion of a BTEC Level 1 work skills certification, and is delivered through a three way partnership between TfL, Barnet & Southgate College and Remploy.

The success of the scheme is evident; it has provided more than 86 people the chance to study whilst developing their skills in a workplace environment. TfL has now hosted more than 280 placements and the programme has continually improved with 79% of participants in the last three years gaining paid employment within 12 months of completion; this is compared to the aforementioned 6% average.

For more information, visit:  
[www.tfl.gov.uk/corporate/careers/steps-into-work](http://www.tfl.gov.uk/corporate/careers/steps-into-work)



*We make sure to recruit a diverse range of motivated individuals in order to better reflect and serve our customers. Ensuring that your employees are not all cut from the same cloth also leads to creativity and innovation. By having lots of people with a variety of experiences working together as part of a team, they will each have their own approach that can inform their colleagues and vice versa – they are also going to reflect the customers that you serve.*

**Tricia Wright**  
Chief People Officer – TfL



*Not only is HS2 driving business growth and creating jobs right across the country, it is playing a crucial role in upskilling the nation and supporting people into meaningful employment. Even at this early stage in the programme, we're expanding the breadth of people working in a diverse range of transport and infrastructure-related roles and creating a talented and highly skilled workforce for the future.*

**Kate Myers**

Head of Skills, Employment and Education – HS2

## HS2 UNEARTHS NEW OPPORTUNITIES FOR TRAINEE ARCHAEOLOGISTS

A mum of two from Washwood Heath, a teenager with Asperger Syndrome and a 58-year-old who was out of work for several years are now on the pathway to an exciting career in archaeology. Just a year ago, the trainees had no idea they could get the opportunity to become archaeologists.

Now they are playing a pivotal role in the delivery of Britain's new high-speed railway, HS2, by supporting the most extensive archaeological dig currently underway in Europe.

The ten trainees, aged 18 to 58, came through the West Midlands Combined Authority's Construction Gateway programme, funded by £5m from the National Retraining Fund. Following an initial six-week training programme, delivered in conjunction with Birmingham Metropolitan College, a number of the trainees have gone on to be directly employed by archaeology and built-heritage specialists, MOLA Headland.

For more information, visit:  
[www.hs2.org.uk/careers](http://www.hs2.org.uk/careers)







## EXPERIENCE SKANSKA

Experience Skanska is a tailored work placement programme specifically for applicants from different socio-economic backgrounds. This includes those not in education, employment or training (NEETs), offenders, ex-military, those with a disability, apprentices and people returning from a career break of two years or more, which can be for a number of reasons such as to have a family or after recovering from long-term illness.

The benefits that have been brought to Skanska through the programme have been clear. Diversification of the talent pool has allowed Skanska to harness the creative and innovative energy that it might otherwise not have received, whilst offering those from disadvantaged backgrounds opportunities to thrive.

The Experience Skanska programme helped Skanska rank third in the UK's first ever Social Mobility Employer Index in 2017.

For more information, visit:  
[www.skanska.co.uk/about-skanska/careers/](http://www.skanska.co.uk/about-skanska/careers/)



***We have benefited from the skills, experience and knowledge brought to us by those who have joined through inclusion schemes such as our return to work, ex-military, trainee and apprenticeship paths. It's a win-win both for Skanska and the individuals joining us.***

**Harvey Francis**  
Executive Vice President – Skanska

# HOW YOU CAN GET INVOLVED

If you offer a service and would like to be included in the list below, please contact: [STAT@dft.gov.uk](mailto:STAT@dft.gov.uk)

If you would like to speak to a member of the Strategic Transport Apprenticeship Taskforce (STAT) to find out more about the opportunities below or what else is on offer please contact: [STAT@dft.gov.uk](mailto:STAT@dft.gov.uk)

Below is just a small selection of how you could take advantage of what is on offer. For the full list of opportunities please refer to [www.nsar.co.uk/social-mobility/](http://www.nsar.co.uk/social-mobility/)

Programme	Description	Find out more
<b>Building Better Opportunities – Mencap Sub Programme</b> <i>the Big Lottery Fund matches funds from the European Social Fund</i>	This offers full funding for businesses to offer candidates 10 weeks of paid work (at minimum wage) and is aimed at NEETs with learning disabilities who are over 25 years of age.	<a href="http://www.buildingbetteropportunities.org.uk">www.buildingbetteropportunities.org.uk</a>
<b>Traineeships</b> <i>funded by the Education and Skills Funding Agency</i>	Traineeships are designed to help young people who want to get an apprenticeship or job but don't yet have appropriate skills or experience.	<a href="http://www.gov.uk/guidance/traineeships">www.gov.uk/guidance/traineeships</a>
<b>Sector Based Work Academy</b> <i>funded by the Education Skills Funding Agency through Job Centre Plus</i>	A six week placement for job seekers of any age. Further Education colleges and training providers get funding for training costs.	<a href="http://www.gov.uk/government/publications/sector-based-work-academies-employer-guide">www.gov.uk/government/publications/sector-based-work-academies-employer-guide</a>
<b>Construction Skills Fund</b> <i>funded by Department for Education and Transport for London</i>	With the target of putting 1700 people through pre-employment training, this Fund is seeking to provide 500 employment opportunities in the construction and built environment in London.	<a href="http://www.london.gov.uk/decisions/md2326-tfls-construction-skills-programme">www.london.gov.uk/decisions/md2326-tfls-construction-skills-programme</a>
<b>Pathways into Construction</b> <i>funded by Construction Industry Training Board</i>	With employers able to apply for funding, this programme is structured around pathways into construction for NEETs, the long-term unemployed, ex-military, women and full-time students.	<a href="http://www.citb.co.uk/levy-grants-and-funding/grants-funding/">www.citb.co.uk/levy-grants-and-funding/grants-funding/</a>
<b>Firebrand</b> <i>piloting cyber apprenticeships with funding from Firebrand, the National Autistic Society and the Department for Digital, Culture, Media and Sport</i>	Focused on those on the autism spectrum, providers receive funding for the cyber security pre-apprenticeship, which can lead to an apprenticeship.	<a href="http://www.firebrand.training/uk">www.firebrand.training/uk</a>
<b>Route into Work</b> <i>funded by industry partners</i>	A 3 day employability programme focused at 16 to 24 year olds not in education, employment or training (NEETs) or those at risk of becoming NEETs. Delegates are sourced through a variety of partners such as Job Centre Plus, charities and social enterprise organisations. Up to 70% of attendees go onto paid employment.	<a href="http://www.ltmuseum.co.uk/learning/young-people/route-into-work">www.ltmuseum.co.uk/learning/young-people/route-into-work</a>
<b>Movement to Work</b> <i>funded by industry partners</i>	A charity coalition of the UK's leading employers, civil society and government, this movement aims to tackle youth unemployment and create systemic change to get young people into jobs.	<a href="https://www.movementto-work.com/">https://www.movementto-work.com/</a>
<b>Supported Internships</b> <i>funded by the Education and Skills Funding Agency</i>	This is a study programme specifically aimed at young people aged 16 to 24 who have a statement of Special Educational Needs or an Education, Health and Care (EHC) plan, who want to move into employment and need extra support to do so.	<a href="http://www.gov.uk/government/publications/supported-internships-for-young-people-with-learning-difficulties">www.gov.uk/government/publications/supported-internships-for-young-people-with-learning-difficulties</a>



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# THE STRATEGIC TRANSPORT APPRENTICESHIP TASKFORCE

STAT was set up in April 2016, following recommendations made in the Government's Transport Infrastructure Skills Strategy.

The Taskforce represents a workforce of 800,000, both directly and indirectly.

It is chaired by Mike Brown MVO, Commissioner, Transport for London.

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**It addresses and has addressed skills challenges in a co-ordinated and collaborative way:**



N.B. All statistics taken from 'STAT: Three Years of Progress'



*When I received my apprenticeship qualification I was so happy I cried! It was the first thing that I'd seen through to the end and I had this amazing qualification to show for all of the hard work. I wasn't expecting to be selected as an Apprenticeship Ambassador, but it's great to share my story and inspire others to find their own path of learning. It may not always be easy, but it's worth it.*

**Nyomi,**

A Sales Assistant at World Duty Free,  
after enrolling at the Heathrow Academy

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*After university I went to interview after interview and never got anywhere. Nobody wanted to give me a chance. Being part of Steps into Work is a dream come true.*

**Eva Gibbs,**

In 2018, student Eva Gibbs had lost all hope of finding a job. Today Eva, who has autism, is brimming with confidence and is optimistic about her future after going through Transport for London's 'Steps into Work' programme

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*I didn't think I'd ever get the opportunity to explore a career in archaeology, as I don't have an academic background in the subject. Being selected to do the archaeology traineeship, and to be linked to a project as huge as HS2 is just amazing. I'm so pleased to be here.*

**Mick,**

A trainee archaeologist at MOLA Headland,  
a role made possible by HS2

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*Getting a foot in the door can be transformative for a young person's life chances. Transport has so much to offer – a growing sector in which the range of career choices is immense. I'm proud to champion social mobility in the Civil Service and excited to see transport leading the way in building a socially diverse workforce in the wider economy.*

**Bernadette Kelly CB,**

The Department for Transport's Permanent Secretary