

Consulting



Network Rail's Advanced Apprenticeship Scheme

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Network Rail and the British Rail System



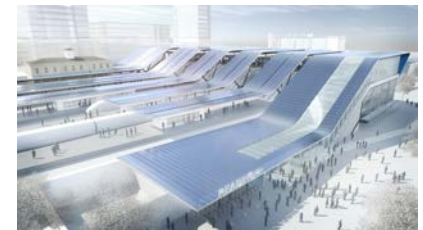
Key facts

The British Rail System

- ▶ £50 billion invested in our railway since 2002
- ▶ 29 billion tonne-kms of freight carried every year
- ▶ 1.6 billion passenger journeys every year
- ▶ 7 million train movements every year
- ▶ 31 operating companies use our infrastructure in the world's most liberalised railway

Network Rail

- ▶ £6 billion business
 - ▶ 35,000 dedicated employees
- We own, run, maintain and develop:
- ▶ 48,000 signals
 - ▶ 32,000 km of track
 - ▶ 30,000 bridges, tunnels and embankments
 - ▶ 2,500 stations leased to train operators
 - ▶ 19 major stations which handle 950 million passenger journeys



We are Europe's premier railway....



Source: European Commission Rail Study, March 2013

Professional Development & Training at Network Rail



Training has transformed our business

Our key training centres

- ▶ £25M spent on training each year
- ▶ £21M spent on new facilities over the next 5 years
- ▶ 18,000 people trained each year
- ▶ 1,200 apprentices and graduates trained in the next 5 years
- ▶ >500 training courses
- ▶ >100 learning and developing specialists
- ▶ 8 flagship training centres



Network Rail's Apprenticeship Scheme



Why are we doing this?

- ▶ Real skills shortage in the rail/engineering sector
- ▶ Demographics mean we need to train the next generation
- ▶ Career advice in schools and colleagues does not always support the vocational training pathway
- ▶ Ambition to 'grow our own' reflects how we see the apprentices as an asset and people we are keen to develop and retain
- ▶ Create a more customer focused culture from the bottom up



Overview of the scheme



Advanced Apprenticeship Scheme is a cornerstone of the future development of Network Rail:

- ▶ Started in 2005
- ▶ 3 year programme with a heavy focus on personal development and safety
- ▶ Yearly in-take between 200 and 240 apprentices
- ▶ We track apprentices since the scheme to analyse;
 - ▶ 1st, 2nd and 3rd appointments/promotions
- ▶ Apprentice alumni – cohorts are brought together after 5 years

Advanced apprenticeship programme

Year 1

Non-rail related delivered by Babcock

- ▶ Health & safety – Network Rail’s life saving rules & road driver training
- ▶ Personal development
- ▶ Underpinning academic development
- ▶ Skill of hand and basic engineering practical development
- ▶ Preparing for depot learning experience

Years 2 & 3

Focused on the rail environment delivered by Network Rail

- ▶ Content: Telcoms, Electrification & Plant, Over Head Line, Signal Engineering and Track
- ▶ Placements
- ▶ 12 weekly review of performance throughout 2 years
- ▶ Work placements to consolidate learning
- ▶ Familiarisation of Network Rail’s policies

Completion & target appointments



Award of Apprenticeship Certification

- ▶ External certification i.e. Btec Award in Engineering etc.

Appointment to first position

- ▶ NVQ has to be completed
- ▶ All work based learning objectives (WBLOs) must be completed
- ▶ Target appointments
 - ▶ S&T Technician
 - ▶ Permanent Way technician
 - ▶ E&P / OHL Distribution & Plant Technician
 - ▶ Telecoms Technician



Key outcomes



- ▶ Circa 5,000 applicants for circa 200 post each year, however, female participation is low
- ▶ Over 2,100 apprentices recruited to date
- ▶ Retention is 94% across the 3 year scheme
- ▶ Progression rates are good with alumni going on to HNC, B.Eng and Masters ready to become chartered engineers

Lessons learnt (1/2)

Get the essentials right:

- ▶ identify if you want to deliver vocational training with a partner or internally (or a combination of both);
- ▶ Identify how standards will be maintained across the supply chain and how to maintain central oversight;
- ▶ how you will attract and retain people, develop them etc.?
- ▶ do you want training to be discipline specific or multi-faceted?
- ▶ Governance, assurance and oversight needs to be robust



Lessons learnt (2/2)



- ▶ Leadership is essential; be clear on the vision, behaviours, rules, skills and knowledge requirements from the outset
- ▶ Challenge poor behaviour / performance
- ▶ Continuous improvement – no matter how small – every day
- ▶ Employ the very best trainers / technical experts to support delivery
- ▶ Keep your stakeholders engaged; they need to ‘own’ the learners
- ▶ Celebrate success!

Questions?



Thank you



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