



MAYOR OF LONDON

Skills for Londoners

**A DRAFT SKILLS AND ADULT EDUCATION
STRATEGY FOR LONDON**

DRAFT FOR CONSULTATION

COPYRIGHT

**Greater London Authority
November 2017**

Published by
Greater London Authority
City Hall
The Queen's Walk
More London
London SE1 2AA

www.london.gov.uk

enquiries 020 7983 4100
minicom 020 7983 4458

ISBN 978-1-84781-670-2

Cover photographs © Philip Ebeling

Copies of this report are available
from www.london.gov.uk

CONTENTS

Mayor's Foreword	5
Vision	7
Setting the Scene	10
Objectives and Priorities	28
An Ambitious Future	54
Next steps	56
Annex 1	57
Annex 2	59



Mayor's Foreword

For centuries, London has been a byword for opportunity – a place where people from all over the UK and around the world would travel with the intent of pursuing their dreams. In the 1960s, London welcomed my parents – immigrants from Pakistan – with open arms and gave them a chance to build a better life for themselves and their children. I will forever be grateful to our city for that and for giving me the opportunities that allowed me to become Mayor of this great city. Even though I worked my socks off, I know if it wasn't for the high-quality state school education and affordable university tuition I enjoyed here in London, I might never have been able to fulfil my potential.

My story explains why I'm so passionate about ensuring that today's Londoners have the skills, education and training they need to get on. I fear that with the rising cost of living, many in our city are finding it increasingly difficult to access these opportunities and make the most of what our capital has to offer. So, I'm determined to restore for all Londoners the essential bargain that in the modern era has underpinned economic life in our city. It's something I call the London promise and it's the idea that if you work hard and do the right thing, you should be given a helping hand to achieve your ambitions.

In today's economy, it's more important than ever that helping hand takes the form of support around skills and training. I recognise that not all Londoners have been as fortunate as I've been. Too many children in our city are still leaving school lacking basic skills and qualifications, hampering their chances of getting a decent job or building a successful career in future. For adults who lack a polished CV, the situation can be much worse with opportunities to acquire new skills later in life even harder to come by. This leaves many Londoners stuck in low-paid jobs with little chance of improving their prospects or those of their family. And so it means we must aim, as a matter of urgency, working with our schools and further and higher education sectors, to increase the supply and quality of skills training to Londoners of all ages and backgrounds.

This is even more crucial in the present context. Many of London's businesses currently face an acute shortage of skilled workers and are struggling to fill key vacancies. And in the coming years, we can expect a different economic landscape, with the UK's decision to leave the European Union having an impact on London's economy and our ability to attract new skills and talent. What's more, the changes resulting from new technologies and automation will alter the type of work available, making re-training initiatives critical in the years ahead to helping Londoners share in their city's prosperity.

With these challenges in mind, it's vital that City Hall, London's boroughs and central government show real leadership and work together with London's businesses, skills and education providers to address the very real skills gap. For too long, successive

governments have failed to provide a post-16 vocational and technical education offer that truly meets local need. We now have the chance to change this. For the first time, London will see devolution of skills with the Adult Education Budget. It won't happen until 2019 - but I intend to seize this opportunity to help Londoners get the skills they need.

I am the first Mayor to produce a dedicated Skills Strategy. Closely aligned with my Economic Development Strategy, it sets out a vision for a skills system that is tailored to the diverse needs of London's businesses and its population. My hope now is this vision will become more widely adopted, with the ultimate goal of making London's skills and education system the most prosperous and inclusive in the world. I know that by working together we can deliver more jobs for Londoners and a thriving economy for our city.

I would encourage anyone who has a view on how we can make this happen to respond to this consultation. Only by drawing on your insights and ideas can we devise a truly ambitious and collective approach to building a better skills system for London.

A handwritten signature in black ink, appearing to read 'Sadiq Khan', with a small mark below the 'n'.

Sadiq Khan

Mayor of London

Vision

Every child, young person and adult in London deserves the chance to fulfil their potential. For many individuals, living in the capital offers unrivalled economic, social, cultural and civic opportunities that enable them to make the most of their talents and realise their ambitions. But too often, low levels of education and skills prevent many Londoners from being able to participate fully in society or benefit from the opportunities available. More often than not, it is young people and adults born to poorer families or belonging to minority or vulnerable groups, such as those with special educational needs and disabilities, who are held back. Not only does this have a profound effect on levels of income equality and social mobility in the capital, it caps London's economic success, preventing our city from being all that it could be.

The Mayor is determined that London becomes a city where all residents benefit from the capital's opportunities and success, and where London's employers and businesses can access the skills they need to succeed and compete, nationally and internationally. To achieve this, London must have a system for post-16 and adult education and skills that delivers for all Londoners and employers. This system should be the envy of cities around the world for its outcomes and ambitious standards. It must be responsive to the demands of the capital's local labour markets, both now and in the future. The Mayor's vision is for:

'A City for all Londoners –

making sure Londoners, employers and business get the skills they need to succeed in a fair, inclusive and thriving economy.'

Achieving this vision is not without its challenges. The London labour market faces tests, both in the short and long term, including the impact of Brexit and the changes expected from technological advancements and automation. In addition, the UK is forecast to fall from 22nd to 28th out of 33 Organisation for Economic Co-operation and Development (OECD) countries for intermediate skills by 2020¹. Now, more than ever, London must

¹ UK Commission for Employment and Skills (2015) '[UKCES bulletin: UK skills and international competitiveness](#)'

strive to deliver a strong skills and adult education offer that provides clear progression pathways for all young people and adults.



But we cannot let these challenges stand in the way of developing a fairer, more inclusive economy in London. To help meet the Mayor's vision, further, adult education and skills provision must:

- 1. Empower all Londoners to access the education and skills to participate in society and progress in education and in work;**
- 2. Meet the needs of London's economy and employers, now and in the future; and**
- 3. Deliver a strategic city-wide technical skills and adult education offer.**

This transformation cannot be achieved by City Hall alone. It can only be accomplished through strong local leadership and collaboration between employers, skills and employability providers, charities, unions and London's government. The Mayor has developed this vision with support from his Skills for Londoners Taskforce², employers and through collective work with London's sub-regional partnerships of boroughs³. The focus of this strategy is on a series of actions for the coming decade.

This vision builds on 'A City for All Londoners' – paving the way to achieving a standard of living for all Londoners that befits the world's greatest city. It aligns with the Mayor's transport, housing and childcare strategies, which focus on overcoming barriers to participation, and is reflected in the emerging Economic Development Strategy, which aims to ensure London remains globally successful, while supporting the wellbeing of all Londoners.

² See Annex 1 for membership

³ Central London Forward, Local London (including south east and north east London), South London Partnership, West London Alliance. See Annex 2 for borough membership map.

Setting the Scene

Skills Challenges for Londoners

Summary of key skills challenges for Londoners:

- **Unemployment rates above the national average, with young people, disabled adults, BAME groups and women disproportionately under-represented in the labour market, especially in higher skilled, better paid jobs.**
- **Continued and persistent gender, race and disability pay gaps.**
- **Wages struggling to keep pace with the rising costs of living in London, leaving one in five workers paid below the Living Wage and the highest proportion of people in poverty than in any UK region.**
- **Substantial variation in employment rates and incomes across London, meaning the capital is the most unequal region in the country.**
- **Low levels of qualifications and skills holding many Londoners back, particularly in literacy, English language, numeracy and digital.**
- **A lack of an effective careers information, advice and guidance offer for Londoners, limiting the ability to upskill/reskill and progress in work.**
- **The soaring cost of childcare in London posing a significant obstacle to parents - particularly women - accessing education and employment opportunities.**

For those who know where and how to access it, London is a city full of opportunity. Every year, thousands of young people flock to London to make the most of the capital's varied job opportunities, which can help them on the path to a rewarding and fulfilling career. And many young Londoners are well-positioned to access the city's most popular jobs and professions. The capital's schools now have the best GCSE results in the country. In London, 79 per cent of further education and skills providers were rated good or

outstanding by Ofsted, at their most recent inspection⁴. This year, four of London's universities were listed among the world's top 40⁵.

But many Londoners still do not benefit from the opportunities that are available. While employment rates in the capital have increased recently, unemployment in London is still above the national average⁶ and some groups remain under-represented in the labour market. The unemployment rate for 16- to 24-year-olds in London is 2.6 times higher than for adults aged 25 to 64⁷. Almost double the proportion of working-age disabled adults in London are workless, compared to non-disabled adults⁸. British Black, Asian, and minority ethnic (BAME) Londoners have higher rates of unemployment and economic inactivity than other ethnic groups⁹. Women are more likely to be workless than men in London – 9 per cent of men are workless compared with 33 per cent of women¹⁰.

Moreover, for many who are employed, work does not pay enough to lift them out of poverty, or offer them the financial security they need, as wages have struggled to keep pace with the rising costs of living in London. Despite the improvement in the number of people in work in London, two million Londoners are living below the poverty line¹¹. The proportion of Londoners in poverty is highest of any UK region¹². Fifty-eight per cent of those below the poverty line are in working families¹³. Many are stuck in, or moving in and out of, low-paid, insecure employment with few chances to progress into better-paid and more stable jobs. Research published by the Social Mobility Commission identified that the proportion of people in London escaping low pay is lower than the British average, while London's share of 'cyclers' – those who have moved out of low pay at some point, but who have not consistently stayed above the low pay threshold – is nearly 8 percentage points

⁴ OFSTED (2017) '[Further education and skills inspections and outcomes as at 28 February 2017](#)'

⁵ Times Higher Education (2017) '[The Times Higher Education World Rankings](#)'

⁶ Based on analysis of ONS Labour Force Survey data.

⁷ Trust for London (2017) '[London's Poverty Profile](#)' p85.

⁸ The Equality and Human Rights Commission (2016) '[Is England Fairer?](#)' p47.

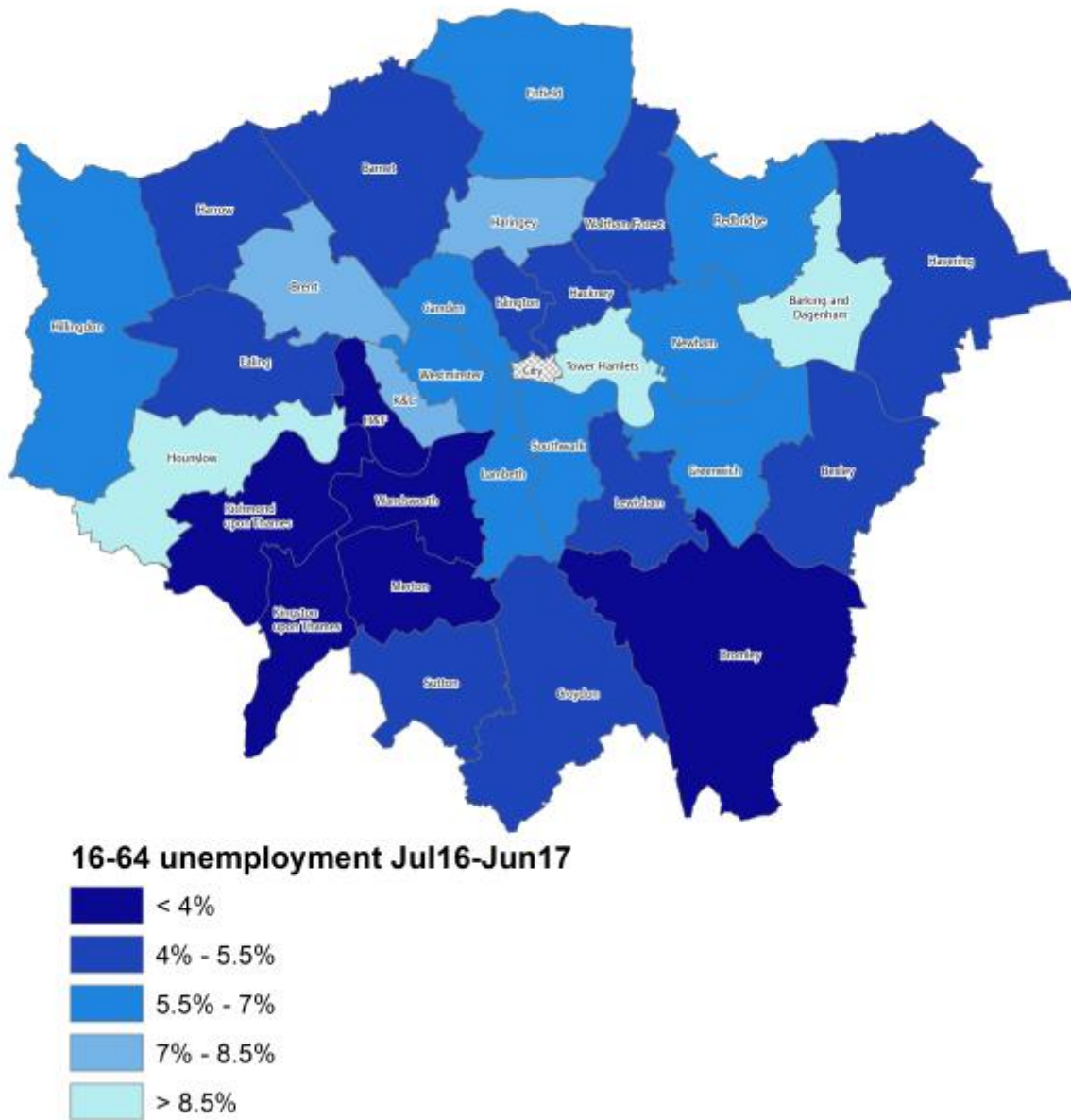
⁹ Trust for London (2017) op.cit. p85.

¹⁰ Trust for London (2017) op.cit. p88.

¹¹ Trust for London (2017) op.cit. p25.

¹² In 2015/16, 27 per cent of Londoners were in poverty. This was the highest of any UK region. In the UK overall, 21 per cent of individuals were in poverty. See: Joseph Rowntree Foundation (2017) '[Poverty Rate by Area](#)', using the Households Below Average Incomes dataset from the Department for Work and Pensions.

¹³ Trust for London (2017) op.cit. p25.



higher than average¹⁴. Overall, 21 per cent of London workers are paid below the Living Wage¹⁵ – around 792,000 jobs¹⁶. Gender, race and disability pay gaps persist.

¹⁴ Social Mobility Commission (2017) 'The Great Escape? Low pay and progression in the UK's labour market'

¹⁵ ONS (2015) 'Proportion of employee jobs in London paid less than the London Living Wage and the poverty threshold wage'

¹⁶ ONS (2015) 'Jobs in London paid less than the London Living Wage, 2005 to 2014'

Consequently, London is the most unequal region in the country. Moreover, there is substantial variation in incomes across London. Between 2011 and 2014, the gross income of the poorest 10 per cent of households in London was £231 per week, compared to £1,945 per week for the richest 10 per cent of households¹⁷. There is also inequality between and within boroughs. In 2016, gross weekly pay in the highest earning borough (City of London) was £1,030, almost double the £530 gross weekly pay in the lowest earning borough (Newham)¹⁸. In 2014, average household net incomes were £560 greater in the highest earning area of Westminster than in the lowest earning area. In 2014, of the 20 local authorities in England and Wales with the greatest difference between their highest and lowest earning areas, 10 were in London¹⁹.

Far too many Londoners continue to face barriers that prevent them from seizing the opportunities the capital has to offer. Although school performance in London has improved significantly over the past 15 years, results still lag behind the best in the world²⁰. Low levels of education and skills continue to hold many young people and adults back from fulfilling their potential, particularly among disadvantaged groups and communities. Despite outperforming other regions at GCSE, both for all children and for those eligible for free school meals, London fails to sustain this progress post-16. Inner London ranks second-lowest among the English regions for average points score at Level 3 among 16-18-year olds in state-funded provision²¹. While the capital includes some of the highest performing local authorities for A-Level and applied general qualifications in the country, it also includes some of the poorest performing local authorities for these qualifications²². With tech level performance, outer London outperforms all regions except the North West, yet inner London ranks in the middle²³. The proportion of 16 to 24 year olds in London with no qualifications at all rose between 2015 and 2016²⁴. Students from disadvantaged backgrounds in London continue to be less likely to go on to higher education by age 18 or

¹⁷ Data refers to gross household income over the period 2011/12 to 2013/14, from the DWP Family Resources Survey. See: GLA Economics (2016) '[Economic Evidence Base for London](#)' Chapter 10, p519-520.

¹⁸ Refers to median gross weekly pay of full time workers (residents), Annual Survey of Hours and Earnings. Accessed via Nomis. Note that the ONS attaches a large confidence interval (20 per cent) to the City of London figure.

¹⁹ These are Westminster, Hammersmith and Fulham, Kensington and Chelsea, Haringey, Tower Hamlets, Merton, Enfield, Southwark, Barnet, and Hounslow. Data refers to the difference between the highest and lowest earning Middle Super Output Areas within each local authority. Household income is equivalised for household type, and net of tax. See: ONS (2016) '[Small area model-based income estimates, England and Wales: financial year ending 2014](#)'

²⁰ Based on Programme for International Student Assessment tests of 15-year-old students. See: Jerrim, J and Wyness, G (2016) '[Benchmarking London in the PISA ratings](#)', UCL Institute of Education.

²¹ Department for Education (2017) '[A level and other 16 to 18 results: 2016 to 2017 \(provisional\)](#)'

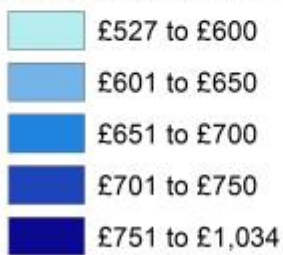
²² Ibid.

²³ Ibid.

²⁴ GLA analysis based on the ONS Annual Population Survey, Jan – Dec 2015 and Jan – Dec 2016.



Median gross weekly pay (residents)



19, than their wealthier peers²⁵. Young people aged 16 to 18 and from ethnic minority groups continue to be less likely to start an apprenticeship in London than their white counterparts²⁶.

²⁵ Department for Education (2017) SFR37-2016, part of 'Widening participation in higher education'

²⁶ Statistic computed by dividing apprenticeship starts by population of relevant ethnic and age groups. Apprenticeship starts data refers to starts in academic year 2015/16, taken from Skills Funding Agency Localities Cube. Population data refers to 2015, and is taken from: GLA (2015) 'Ethnic group population projections'.

Moreover, one in three in the capital continue to leave school at age 16 without having achieved a standard pass grade in GCSE English and maths²⁷. London also has the worst post-16 resits rate in maths GCSE in the country and some of the worst resits rates in English GCSE²⁸. Children in London are three years behind their peers in Shanghai in maths²⁹. Proficiency in numeracy among London's adults is slightly lower than the national average³⁰. Low levels of literacy and numeracy not only act as a substantial barrier to work and education opportunities, they can harm social integration and cohesion.

Proficiency in the English language is a prerequisite for many jobs in the capital. It is also associated with several other benefits, such as improved independence, confidence, self-determination, access to healthcare and education, and community integration³¹. However, some 210,000 working-age adults in London cannot speak English well and around 25,000 cannot speak English at all³². On the whole, immigrants who do not speak English when they arrive in the UK want to improve their English language skills³³. However, many face barriers in terms of the availability, sufficiency and flexibility of the English for Speakers of Other Languages (ESOL) offer in London³⁴. While there is a diverse base of established providers and a range of ESOL provision delivered across the capital, over half of providers - rising to two thirds of colleges - report that they struggle to meet demand for ESOL³⁵. Oversubscription of ESOL provision is evident in both inner and outer London boroughs³⁶. Public spending on ESOL has been reduced by 60 per cent since 2009. The Government's ESOL Equality Impact Assessment in July 2011 identified those groups affected by the funding changes as those in low-paid work, those with low-level English language and literacy skills, and women with childcare responsibilities³⁷.

In addition, many adults in London lack basic digital skills, holding them back from finding work and accessing public services³⁸. Meanwhile, it is predicted that within 20 years, 90 per cent of all jobs will require some element of digital skills³⁹. All learners will need to

²⁷ Department for Education (2017) '[GCSE and equivalent results: 2016 to 2017 \(provisional\)](#)'

²⁸ Impetus PEF (2017) '[Life after school: Confronting the crisis](#)'

²⁹ Based on Programme for International Student Assessment tests of 15-year-old students. See: Jerrim, J and Wyness, G (2016) '[Benchmarking London in the PISA ratings](#)', UCL Institute of Education.

³⁰ OECD 2012 Adult Skills Survey. Data reported in: BIS (2013) '[Adult Skills Survey 2012](#)'

³¹ DEMOS (2014) '[On Speaking Terms: Making ESOL policy work better for migrants and wider society](#)'.

³² 2011 census.

³³ Bell, R. and Plumb, N. (2017) '[Integration not demonization: The final report of the All-Party Parliamentary Group on Social Integration's inquiry into the integration of immigrants](#)'.

³⁴ Stevenson, A., Kings, P. and Sterland, L. (2017). '[Mapping ESOL provision in Greater London](#)'. London: Learning and Work Institute.

³⁵ GLA (2017) '[London Adult Community Learning Review Report](#)'

³⁶ Stevenson, A., Kings, P. and Sterland, L. (2017). '[Mapping ESOL provision in Greater London](#)'. London: Learning and Work Institute.

³⁷ Department for Business, Innovation & Skills (2011) '[English for speakers of other languages: equality impact scheme](#)'

³⁸ Department for Business, Innovation & Skills (2012) '[The 2011 Skills for Life Survey](#)'

³⁹ Department for Digital, Culture, Media & Sport (2017) '[UK Digital Strategy](#)', Chapter 2: '[Digital skills and inclusion – giving everyone access to the digital skills they need](#)'

reach at least a basic level of digital literacy and skills to prepare them for an ever-shifting professional landscape and ensure they can fully participate in society. There is also the challenge of an ageing population⁴⁰. People are now working for longer⁴¹, which alongside technological changes, increases the need for adults to upskill and reskill. There is also evidence of an increase in part-time working in London⁴². As a result, there is a need for the skills system to evolve in a way that reflects this changing nature of work patterns.

At the age of 16, students are faced with a complex, myriad of choices in the education and skills system: what to study; where; what type of course; in what type of setting. Pathways for students pursuing academic options have, historically, been more straightforward to navigate, with A-levels and then a degree at university. Most young people in London, however, do not pursue this route⁴³. For those who decide upon the technical or vocational pathway, there are around 13,000 separate qualifications available from which to choose, far too many of which offer limited labour market value⁴⁴. In plumbing alone, a young person has the choice of 33 different courses⁴⁵.

Many young people, particularly from poorer backgrounds or groups under-represented in the labour market, still do not get the information, advice and guidance they need to navigate the options available, make a smooth transition to further study or the world of work and realise their aspirations. This results in a distortion in the pursuit of certain subjects and careers throughout education and work, in terms of gender and background⁴⁶. Moreover, the lack of information and advice continues into adulthood, meaning many individuals, including older adults, are not supported to continue to develop their skills, throughout their working lives. In the increasingly digital labour market, actively signposting adults, including older workers, to effective lifelong learning provision and in-work training is ever more important for helping individuals to upskill and reskill and make progress in their career. However, there is a lack of robust data and information available on skills provision and shortages. Not only does this affect individuals in London, who are restricted in their ability to make informed choices about their career options. But this also affects skills providers, whose efforts to provide relevant and timely opportunities are hampered.

⁴⁰ ONS (2017) '[Population Estimates for UK, England and Wales, Scotland and Northern Ireland: mid-2016](#)'

⁴¹ Department for Work and Pensions (2015) '[New figures show retirement is changing](#)'

⁴² Between July 2015 - June 2016 and July 2016 - June 2017, there has been an increase of 28,000 part-time workers. See: ONS (2017) Regional labour market statistics: HI07 Headline indicators for London.

⁴³ In London, less than half (46 per cent) of pupils leaving education in 2013/14 had entered higher education by age 19. Department for Education (2017) SFR37-2016, part of '[Widening participation in higher education](#)'

⁴⁴ The Independent Panel on Technical Education (2017) '[Report of the Independent Panel on Technical Education](#)'

⁴⁵ Ibid.

⁴⁶ Social Mobility Commission (2016) '[State of the nation 2016](#)' and Social Mobility Commission (2016) '[Social and ethnic inequalities in post-16 choices](#)'

Volunteering provides individuals of all ages the opportunity to develop and enhance vital life skills that will enable them to succeed in the working world. Two thirds (67 per cent) of employers say candidates with social action experience demonstrate better employability skills⁴⁷. However, participation in volunteering and other extracurricular activities is inconsistent across socio-economic backgrounds. Research shows that young people from less affluent backgrounds are significantly less likely to participate in volunteering than their wealthier peers⁴⁸.

Too many Londoners are not getting this support and are not getting the most out of the adult education and skills system. Participation in further education in London has fallen in the past five years⁴⁹. Nationally, recent participation in job-related education or training is essentially unchanged over the last 20 years (from 15 per cent in 1997 to 13 per cent in 2017), and the data suggests similar levels in London⁵⁰. In terms of the hours spent on training staff and on the monetary value of investment, there are even indications of a decline in training volumes⁵¹. Employee participation in continuing vocational training in the UK is among the lowest in the EU⁵².

⁴⁷ Chartered Institute of Personnel and Development (2015) '[Unlock New Talent – How can you integrate social action in recruitment](#)'

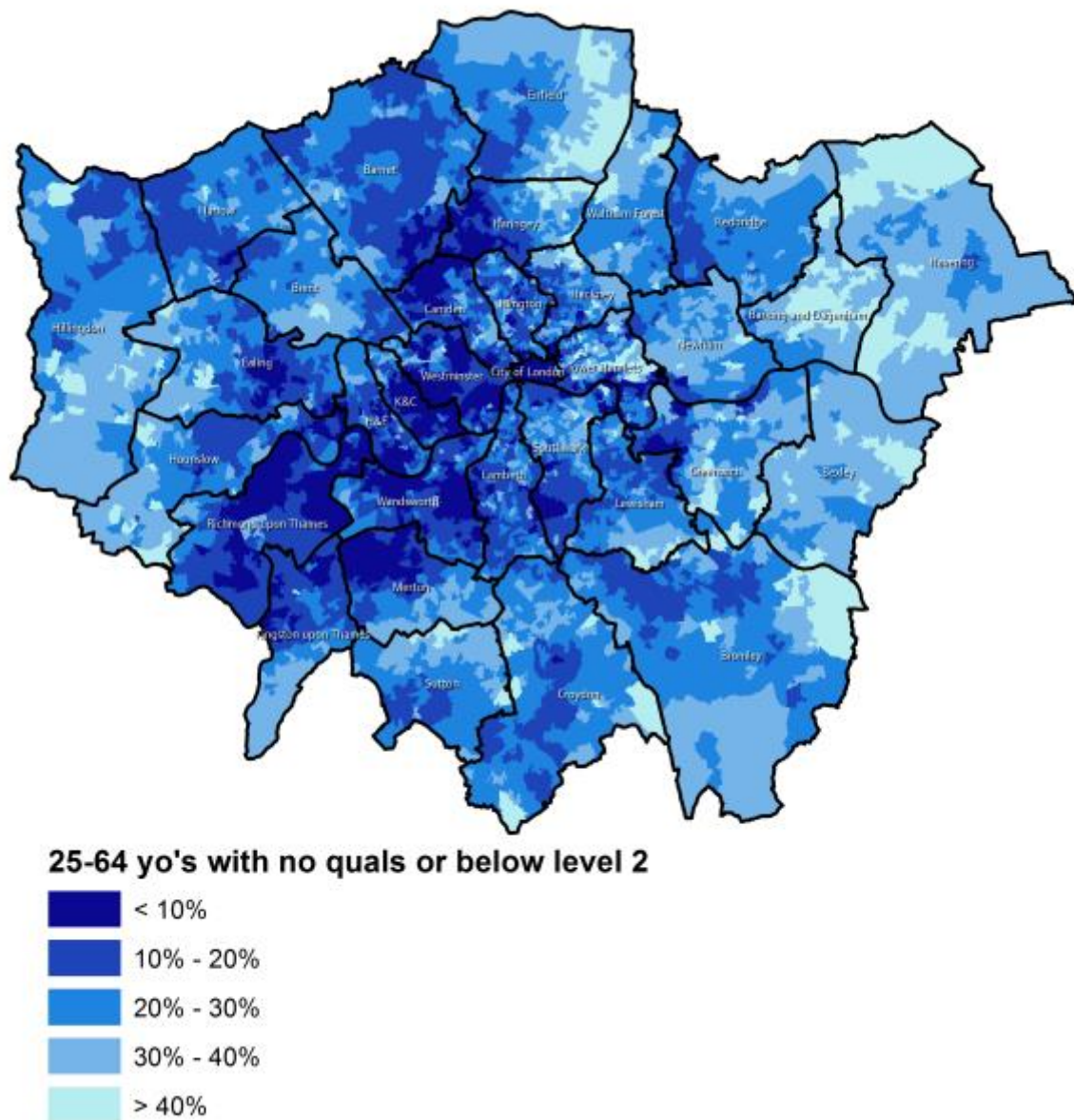
⁴⁸ #iwill (2016) '[Social Action boosts social mobility](#)'

⁴⁹ Between 2011/12 and 2015/16 combined participation of London residents in apprenticeships, Education and Training courses, and Community Learning courses, fell from 598,000 to 497,000, a 17 per cent decrease: Skills Funding Agency Localities dashboard.

⁵⁰ GLA Economics analysis of Labour Force Survey January-March datasets, for 1997 to 2017 and five-year increments.

⁵¹ IPPR (2017) '[Skills 2030](#)', p20.

⁵² IPPR (2017) op.cit. p.21.



In addition, the soaring cost of childcare in London is a significant obstacle to parents - particularly women - accessing education and employment opportunities. Parents in London pay more for childcare than in any other region in the country. Families in inner London now spend an average of £8,000 every year on a part-time nursery place. Fewer than half of London boroughs have enough childcare for parents who are in full-time work. The shortfall in childcare places in London is even bigger for parents who work atypical hours or for families with disabled children⁵³.

⁵³ Family and Childcare Trust (2017), 'Childcare Survey 2017'

The barriers to opportunity in London are holding our city back from being the best it can be. All Londoners, from all backgrounds - including the EU and non-EU citizens who live here - should feel able to access training to develop the skills they need to progress in a great career and make the most of this great city. This means opening up opportunities in the city, at all levels, so that no matter what a person's background or occupation, they have a clear pathway to progression. For employers, widening the talent pool that they recruit from can increase their productivity and chances of success. For our communities, equipping Londoners with essential skills makes it possible for people from all backgrounds to contribute and live interconnected lives. Not only is adult education and training fundamental to ensuring all members of our society are able to secure and progress in work, the impact on social and well-being outcomes are felt across our society. For London to truly be a global leader, it must be a fairer and more inclusive city that meets the diverse needs of all its population.

Skills Challenges for Employers in London

Summary of key skills challenges for employers in London:

- **Changing skills requirements due to technological change, including automation, and the threat to the availability of talent following Brexit.**
- **Limited progression opportunities from lower tier jobs due to a lack of ‘middle tier’ occupations.**
- **Significant requirement for higher level skills.**
- **A historic low level of employer investment in workforce training and apprenticeship places.**
- **Skills system currently does not sufficiently meet employer skills requirements.**

London’s employers and businesses rely on a pipeline of skilled workers to be competitive and productive. Many employers in London flourish due to the ability to draw on a diverse pool of skilled labour, continually improving their organisation and increasing their chances of success. This contributes to productivity levels in London that far outperform other regions in the UK.

London’s openness is an important driver of its success. For London’s economy to continue to succeed, we need to ensure both continuing access to talent internationally and continuing and increased investment in the skills of Londoners. The UK’s departure from the European Union has created uncertainty over London’s future access to talent, as well as investment and trade. The Mayor is committed to achieving a flexible approach to immigration, which is responsive to demand, ensuring employers have access to the range of skills and talent they need. Therefore, the Mayor believes it is in the nation’s and London’s interest that the UK remains in the Single Market. The Mayor also believes that reform is needed to the UK’s visa system to ensure that we remain open to skilled and talented people from both the European Economic Area (EEA) and non-EEA⁵⁴.

Potential changes to migration policy could disproportionately affect London’s businesses compared to other parts of the country. In London, 14 per cent – approximately 748,000 – of jobs were held by people born in the EEA in 2016, compared to only 6 per cent of jobs

⁵⁴ The Mayor’s position on immigration is set out more fully at www.london.gov.uk/immigration-a-future-approach

in the rest of the UK. Therefore, EEA-born workers make a far greater contribution to London's labour market than in the rest of the UK, with almost one in three UK jobs filled by EEA-workers in the capital⁵⁵. Analysis by Deloitte suggests that 64 per cent of London's young, high-skilled EU nationals are already considering leaving the UK in the next five years compared to 42 per cent in the rest of the UK⁵⁶. This is of particular concern for those sectors in London that rely on migrants from the European Union, including Accommodation and Food Services (32 per cent of all jobs, equating to 80,000 jobs), and Construction (32 per cent of all jobs, equating to 116,000 jobs). In absolute terms, migrants from the European Union also make up a large number of workers in Professional, Scientific and Technical activities (75,000 jobs), Human Health and Social Work (61,000 jobs), and Education (58,000 jobs)⁵⁷.

In addition to leaving the EU, other drivers of change in London include disruptive technologies and innovation, such as automation and the changing nature of work, artificial intelligence, data analytics and smart technologies. While technology, on the whole, may create more (and generally better-paid) jobs than it destroys, some industries are likely to lose more jobs to machines than the new technologies will create, such as retail and transportation⁵⁸. Potential labour market changes require investment in responsive training provision and skills development for Londoners who work in areas where such disruption does result in job losses, to ensure they can access further opportunities.

There are already signs that not all of London's employers are able to find the skilled labour they need to succeed. In 2015, London employers reported that 21 per cent of vacancies were 'hard to fill' due to a skills shortage⁵⁹. Around two thirds of provision delivered by FE colleges in the capital is at Level 2 or below. Whilst there is a need for this provision to boost skills in London, demand for higher-level skills is growing, so must be supplemented by increased training and progression in intermediate and higher-level provision⁶⁰. Some 54 per cent of employees in London are managers, professionals or associate professionals compared to 44 per cent for the UK as a whole⁶¹, and growth in high-skilled jobs is expected to be faster in London than in any other UK region⁶².

While London's economy is successful on a number of measures, there is room for improvement. Productivity, is high relative to the rest of the UK, but is substantially lower

⁵⁵ GLA Economics analysis based on the Annual Population Survey, 2016. These statistics were produced for the GLA's response to the Migration Advisory Committee's call for evidence on Brexit, not yet published.

⁵⁶ Deloitte (2017) '[Power Up the UK Workplace](#)'

⁵⁷ GLA Economics analysis based on the Annual Population Survey, 2016. These statistics were produced for the GLA's response to the Migration Advisory Committee's call for evidence on Brexit, not yet published.

⁵⁸ Deloitte (2016) '[Transformers: How machines are changing every sector of the UK economy](#)'

⁵⁹ UKCES (2015) '[2015 Employer Skills Survey](#)'

⁶⁰ London Economic Action Partnership (2015) '[Position Paper: London Skills Inquiry](#)'

⁶¹ ONS Annual Population Survey, 2015.

⁶² UKCES (2016) '[Working Futures: UK labour market projections: 2014 to 2024](#)'

than in several international cities with which London competes, such as Singapore, New York, Paris and Tokyo⁶³. The highly polarised nature of London's labour market, with relatively few mid-skill jobs compared to elsewhere in the UK could hold back productivity as well as social mobility⁶⁴. Many Londoners are stuck in low pay, with little chance to progress to better-paid, more secure work. Between 2011 and 2015, just 3.1 per cent (per quarter) of London residents employed in low-skilled occupations progressed to a mid-skilled occupation. This was lower than on average across the UK (3.5 per cent per quarter)⁶⁵ and is preventing London from developing an economy that is fair and inclusive.

To help boost London's productivity, growth and opportunities, we must ensure that all of the capital's employers and businesses have access to the skills they need to be competitive. This will involve the creation of a more responsive and agile skills system but the responsibility for this does not lie solely at the door of skills providers. There is a need for employers to increase levels of engagement with the skills system and to boost investment in workforce and work-based training. In 2015, one third of employers had not provided any training in the previous 12 months in London (as was also the case in England). This masks significant differences by employer size (with only 51 per cent of employers with 2-4 employees having funded or arranged training in the last 12 months, compared to over 90 per cent for employers with more than 25 employees). Where smaller employers do invest in training, this tends to be for a higher amount than larger employers (with £5.8k spent per person trained by employers with 2 to 4 employees and £1.6k spent per person trained by employers with more than 100 employees)⁶⁶. In 2010, overall employer investment per employee in the UK was around half the EU average, and investment has declined over the last decade⁶⁷. Not only is this limiting development and progression opportunities for many Londoners, it is counter to the evidence that increased training can support improved performance and growth for individual businesses and employers.

The Apprenticeship Levy will go some way to addressing under-investment in skills by employers and supplementing existing lower-level skills provision by FE institutions. However, there is relatively low employer demand for apprenticeships in the capital as well as issues around perception of the value to individuals and businesses. In 2015/16, London reported the second lowest number of apprenticeship starts out of the nine English

⁶³ International GLA Economics (2016) '[London in comparison with other global cities](#)'

⁶⁴ In the twelve months to June 2017, mid-skill jobs accounted for 24 per cent of employment in London, compared to 31 per cent in the rest of the UK. Mid-skills jobs are here defined as falling within major occupational groups four (administrative and secretarial), five (skilled trades) and six (caring and leisure) in the 2010 Standard Occupational Classification. Data source: Annual Population Survey, July 2016 to July 2017.

⁶⁵ IPPR (2016) '[Jobs and skills in London: Building a more responsive skills system in the capital](#)'. Note: 'Low skilled' is defined as paid below London Living Wage and not requiring a degree.

⁶⁶ UKCES (2015) '[2015 Employer Skills Survey](#)'

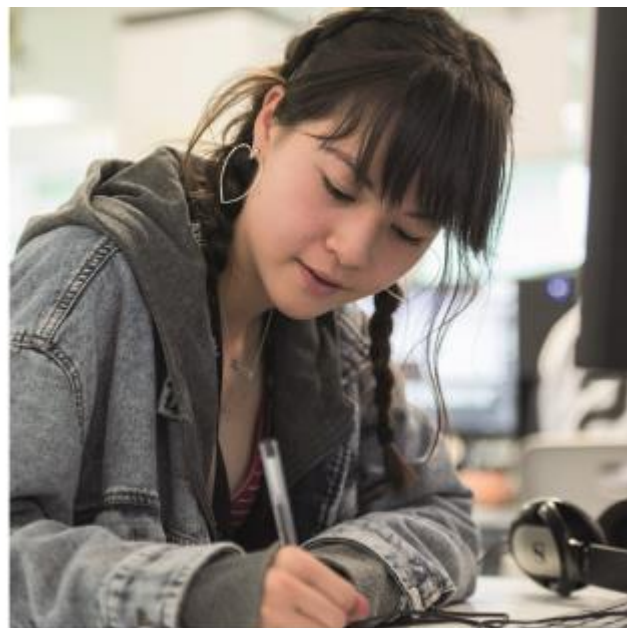
⁶⁷ IPPR (2016) op.cit. p21.

regions⁶⁸. Not only can apprenticeships bring many benefits for business, but they can also act as a vehicle for social mobility. Those completing a Level 3 apprenticeship could earn, on average, between £77,000 and £117,000 more over their lifetime than those holding a Level 2 academic or vocational qualification⁶⁹.

To meet the Mayor's vision for a City for all Londoners, the GLA must work with partners across London to develop a strategic approach to navigating these challenges, so that employers in London are able to access the skills they need, both now and in the future. This requires greater alignment between the skills requirements of London's employers and skills provision in the capital. The Mayor wants London's employers and business to help steer public investment in skills through engagement with providers and advising on industry skills requirements. In particular, there is a vital role for employers to play in helping to shape the commissioning of the Adult Education Budget (AEB) when it is devolved to the Mayor in 2019/20.

⁶⁸ Department for Education (2017) '[FE Data Library: apprenticeships](#)'

⁶⁹ Department for Business, Innovation & Skills (2011) '[Intermediate and low level vocational qualifications: economic returns](#)'



Challenges for the Skills System in London

Summary of key challenges for the skills system in London:

- **A misalignment in supply and demand for skills in the capital.**
- **The need for an agile skills system that can effectively respond to the London economy and support its success to operate in competitive global markets.**
- **To increase the skills of London's workforce, particularly at higher levels.**
- **The further education sector in London to become 'routes ready' for the introduction of the new Technical-Level qualifications.**

It will be impossible to achieve the Mayor's vision for a City for all Londoners, without an education and skills system that is fit for the challenges of the evolving London labour market. London has made great progress over the past two decades in improving its school system. The city's universities number amongst the world's leading institutions and we have a number of high performing FE colleges and training providers. But when taken as whole, London does not yet have an education and skills system that is fully responsive to London's needs. For young people who pursue a technical or vocational route post-16, their pathway to a well-paid job with opportunities for progression is often unclear or harder to navigate than it should be, which the Government's response to the recent review of technical education, chaired by Lord Sainsbury, made clear⁷⁰.

Moreover, London's offer for adults to continue to learn and develop throughout their working life needs to be strengthened. Overall, participation in further education in London has fallen in the past five years⁷¹. Meanwhile, not all of London's employers are getting the skills they need to succeed, with a notable proportion having had difficulty filling a vacancy due to a skills shortage (28 per cent)⁷². This misalignment in supply and demand for skills is holding many Londoners and businesses back from fulfilling their potential.

There are several key drivers of future demand for skills in London. Increasing competition for London's goods and services in world markets will require increased skills to raise productivity and incomes. There will be a need to compete in emerging sectors (such as creative and cultural, bio and medical sciences, artificial intelligence, clean tech), which will require a substantial expansion of employees (and entrepreneurs) with appropriate skills,

⁷⁰ Department for Business, Innovation & Skills (2016) '[Post-16 Skills Plan](#)'

⁷¹ Between 2011/12 and 2015/16 combined participation of London residents in apprenticeships, Education and Training courses, and Community Learning courses, fell from 598,000 to 497,000, a 17 per cent decrease: Skills Funding Agency Localities dashboard.

⁷² UKCES (2016) '[2015 Employer Skills Survey](#)'

especially in science, technology, engineering and maths (STEM). Many Londoners are also increasingly likely to want to start their own businesses. This will require a range of enterprise and entrepreneurial skills, such as managerial, financial and human resources skills, to succeed on a sustainable basis. More generally, there is widespread agreement that there will continue to be a need for lifelong learning and development on the part of London's workforce. Whatever route of education people choose, young people and adults must have clarity about what London's economy needs and which programmes to follow in order to access particular careers.

Similarly, there are several drivers affecting the supply of skills in London. A key driver is the extent to which London continues to act as a magnet for skilled workers from all over the world. This may be at risk, given the uncertainties surrounding access to migrant labour after the UK leaves the European Union. Less direct drivers include the range of factors that encourage skilled workers to live and work in London (or discourage them from doing so). As well as pay, these include the cost of living in or commuting to London, the cost of childcare, levels of pollution and crime, access to green space, opportunities to participate in community life, the richness of London's cultural offer and so on.

To increase the skills of London's workforce, particularly at higher levels, we need an education and skills system that is at the highest levels of quality and excellence. For many years, delivery of skills has largely been left to market forces, but this alone will not deliver the best outcomes for either Londoners or London's businesses. The capital's economy operates in competitive global markets and requires an agile workforce. Young people and adults in London need a skills system that enables the continuous development of their skills to reflect evolving employer requirements. It must be accessible to all Londoners, breaking down the barriers that traditionally prevent those with multiple disadvantages from being able to participate in adult education. The Mayor, in collaboration with the London boroughs, business, education and skills providers and other stakeholders, aims to develop a more strategic approach to understanding the market and enabling the skills system to operate more effectively.

The Mayor and London's boroughs are determined that London should be at the cutting-edge of innovation in adult education and skills, particularly around enabling improved social mobility for adults from low-income backgrounds. This will start with a more strategic approach to commissioning the AEB when it is devolved to London in 2019/20, ensuring that funding is targeted to better meet need. This will also involve a move towards outcome-based commissioning to ensure that our focus is on effective skills provision in London that supports adults to gain the relevant skills they need to enter into and progress in employment.

City Hall will also work closely with the further education sector in London to become 'routes ready' for the introduction of the new Technical-Level qualifications for level 3 provision. This will see a single, common framework of standards covering both apprenticeships and college-based provision developed with employer-designed standards

across 15 new technical routeways, phased in between 2020-22. Through stronger collaboration with London's employers and skills providers we will ensure that technical education delivers for all Londoners providing them with the skills they need to succeed and progress.

London's transformed skills system will have evaluation and evidence at its heart, improving our own understanding of what works locally in skills provision and disseminating this information to providers and learners to help them to make choices that are right for them.

Objectives and Priorities

To address the challenges outlined above, and meet the Mayor's vision of a fairer, more inclusive economy in London, the skills strategy focuses on the following priorities:

- 1. Empower all Londoners to access the education and skills to participate in society and progress in education and in work;**
- 2. Meet the needs of London's economy and employers, now and in the future; and**
- 3. Deliver a strategic city-wide technical skills and adult education offer.**

The Mayor, with support from his Skills for Londoners Taskforce, and in collaboration with London's sub-regional partnerships and representatives listed in Annex 1, wishes to engage with employers, providers and other stakeholders to shape the London Skills Strategy and plan of action. The vision can only be achieved through collaboration and joint working from the outset and we look forward to receiving responses to the questions set out at the end of each theme from all stakeholders.

1. Empower all Londoners to access the education and skills to participate in society and progress education and in work

Objective 1:

Reduce barriers to participation in lifelong learning and progression in work, through the creation of an all-age careers offer

London has already set out its expectation of what a good careers offer should look like for children and young people in London through ‘London Ambitions’⁷³. This is a step in the right direction, but excellent careers advice and guidance should not stop as young people enter adulthood. To be able to make the most of the opportunities London has to offer, all Londoners should have access to the information, advice and guidance that allows them to make the most of the opportunities that the capital’s dynamic and evolving economy has to offer, throughout their working life.

So, we will now go further. We will develop an all-age careers offer that addresses the barriers to accessing good quality information and opportunities that disadvantaged and underrepresented groups of young and adult Londoners face. The Mayor will work with London schools, colleges, providers, employers, universities and London boroughs to review progress against ‘London Ambitions’ and, building on this, **develop a coherent and accessible all-age careers information, advice and guidance offer**. This will aim to:

- Ensure all young people, but particularly those from disadvantaged backgrounds, have the information they need early on to help them to make informed choices about future study and career options, so that they feel supported to fulfil their aspirations and potential.
- Promote lifelong learning, providing adults, particularly older workers, those with low levels of skills and those cycling in and out of low-paid work, with timely advice and guidance to help them to identify clear routes to progress into or within work and enterprise, and ensure they are actively signposted to any education entitlements.

As part of the all-age careers offer, the Mayor and London boroughs will **work collaboratively with the National Careers Service (NCS) to ensure that the service offer in London better responds to local economic and social needs**, and seeks to provide Londoners, particularly those from disadvantaged backgrounds, with better and more accessible information on skills, employment and entrepreneurship. The NCS offer in

⁷³ [London Ambitions](#) is a joint report between the GLA, London Councils and previous London LEP on shaping a successful career offer for young Londoners.

London should focus on supporting the unemployed and those in insecure, low-paid, and/or low-skilled jobs, in need of re-skilling (particularly older age groups), promoting progression and lifelong learning as part of the service offer. Team London, the Mayor's volunteering and social action programme, will also work with partners to ensure that volunteering and social action opportunities are available to all Londoners, helping build skills and confidence and develop potential.

The Mayor aims to **extend and further diversify the London Enterprise Adviser Network** in many more London boroughs. Delivered by Team London, the Mayor's volunteering and social action programme is delivered on behalf of the London Economic Action Partnership (LEAP), the programme supports the development of an effective careers, enterprise and business engagement strategy for schools to help unlock relationships with local and national employers. In addition, City Hall will provide challenge and support to employers through the launch of the Good Work Standard, to ensure that best practice on promoting diversity, inclusion and social mobility in recruitment approaches and re-skilling and in-work progression is shared across London.

City Hall will continue to work with schools and teachers in London to break down gender stereotypes that exist in some careers especially those in STEM careers. Through the London STEM Partnership Plan, the Mayor will work with partners in business and education to **improve London's STEM offer in schools, FE providers and higher education institutions**. The Mayor will also seek to address the under-representation of women and Black, Asian and Minority Ethnic (BAME) Londoners in the construction sector and tech workforce, through programmes such as the Mayor's Construction Academy Scheme and the Mayor's Digital Talent programme.



Objective 2:

Increase targeted support to the most vulnerable groups, so they are better equipped to access education and work

The Mayor, working with LEAP, has committed around £295 million from the European Social Fund (ESF) towards skills, employment and youth programmes in London. This funding is targeted towards the most vulnerable groups – often those individuals who face multiple barriers to participating in adult learning and work. These groups include individuals who are long-term unemployed, inactive, lone parents, care leavers, have a disability or are ex-offenders, spanning both young and older Londoners.

Programmes funded through ESF seek to motivate and support those who participate to develop the skills they need to re-engage in education and develop their readiness for work. They include programmes that provide targeted employability support for women and parents, BAME and disabled Londoners, veterans of the armed services, in-work progression programmes that support low-paid workers, particularly parents, to move out of poverty and targeted programmes that provide support to young people who are, or are at risk of being, Not in Education, Employment or Training (NEET) to secure work or education opportunities.

These programmes reach out into communities in a way that other funding streams struggle to do. Brexit means this funding is now at risk. These programmes are hugely valuable to London and London government is committed to protecting the funding that delivers them. The Mayor will seek to **expand the range of programmes on offer that target the most disadvantaged groups, by ensuring that London utilises its remaining uncommitted ESF funds through match funding a proportion of the devolved AEB budget.**

Overall, London received around £422m in ESF funds for 2014-20. Any future replacement funding is now at risk. The Mayor and London's boroughs will **continue to lobby and negotiate with government to ensure that London gets a fair funding settlement in the UK Shared Prosperity Fund**⁷⁴ - this funding should be at least the same level as the current European Structural and Investment Fund (ESIF) and be fully devolved to London.

The Mayor, working in collaboration with London's borough sub-regional partnerships, will **continue to support the devolved Work and Health Programme**, assisting the very long-term unemployed - particularly those with health conditions and impairments - to

⁷⁴ The future growth funding that the Government has said will replace European funds. See: www.parliament.uk (2017) '[Prosperity Fund: Written question – 2384](#)'

enter, or re-enter, work. As part of this, the Mayor will explore how devolved skills funding could be better aligned with the Work and Health Programme, to support the join-up of different funding streams and deliver stronger coherence across the skills system and achieve better outcomes for the most disadvantaged Londoners.

City Hall will also work with partners – such as the Mayor's Office for Policing and Crime (MOPAC), Novus (the current Offender Learning and Skills Service provider in London) and Prospects (information, advice and guidance provider for those in custody) – **to improve job opportunities for offenders and develop their skills** to make them more employable following a criminal sentence. City Hall is also making available capital funding to prisons to enhance their skills provision and facilities. This will help to reduce the likelihood of offenders in London reoffending, cutting crime, reducing the number of victims, and increasing social mobility.

In preparation for devolution of the AEB, **City Hall will work with London's special educational need and disability (SEND) experts to undertake a strategic, pan-London review of SEND** education need and provision. This will provide an up-to-date picture of demand and supply, and support the development of a more ambitious approach to delivering services to young people and adults with SEND. Furthermore, the Mayor will promote and support training provision that meets the needs of disabled people, in line with the findings of the SEND review.

Objective 3:

Increase the number and diversity of adult learners in London gaining the skills they need to progress into further/higher level learning, work or an apprenticeship

Londoners deserve the opportunity to access high quality adult education to develop the skills they need to fulfil their potential in work – not just at the start, but throughout their working lives. For Londoners to have this opportunity, there needs to be a comprehensive, localised skills system that is responsive to the diverse needs of the capital's population.

Devolution of the AEB to London from 2019/20 presents the opportunity to create such a system. The Mayor will ensure that AEB devolution delivers for all Londoners. City Hall, working with London's boroughs, plans to respond dynamically to the unique context of London and tailor the capital's adult education system to put the needs of individual Londoners at its heart. For example, we know that groups that tend to have lower proficiency in basic skills include people with disabilities, ethnic minorities, people born

outside the UK, and the unemployed⁷⁵. If we fail to tackle London's low levels in these key basic skills, we will ultimately cap efforts to improve social mobility and diversity in the workforce in London. Improving provision of these crucial core skills is therefore central to London's government's vision for AEB devolution. In 2018, City Hall will publish an AEB Skills Statement, which will set out our priorities for the Adult Education Budget in London and reflect this objective in more detail.

As part of this statement, City Hall will set out priorities for Adult and Community Learning (ACL). ACL is designed to help people to reconnect with learning, develop a new skill and prepare to progress to formal courses. It typically includes a range of community-based and outreach learning opportunities and enables the delivery of non-accredited learning. Alongside economic outcomes, ACL promotes better social integration, health (both physical and mental) and well-being. City Hall is undertaking joint work with London Councils and the borough sub-regional partnerships to identify priorities and outcome measures for ACL activity to ensure it prioritises support for the most disadvantaged and socially excluded Londoners.

In preparation for devolution of the AEB, **the Mayor and borough sub-regional partnerships will act to ensure that the devolved AEB prioritises support to meet need**, including for the most disadvantaged groups. Through the devolved AEB, we will develop flexible, inclusive and integrated skills and training provision that prioritises improving progression outcomes and enterprise skills. The AEB should support the needs of Londoners, including the unemployed and inactive, care leavers, those with caring responsibilities and those with specific learning requirements. Joint working with sub-regional partnerships, drawing in local borough-based networks, will be crucial to ensure the needs of local communities are met.

The AEB will continue to support levels of key basic and soft skills such as literacy, numeracy, digital and broader employability skills. The focus of support will be for disadvantaged and under-represented groups, be it within a classroom or community setting, so that all Londoners can prosper in the future labour market. City Hall will:

- **Drive up participation and progression outcomes in the provision of English and maths.**
- **Work with employers, providers and local authorities through AEB devolution to identify new and more diverse sources of investment in ESOL, support the development of innovative approaches to strategic planning and commissioning of ESOL including the use of community based and**

⁷⁵ OECD 2012 Adult Skills Survey. Data reported in: Department for Business, Innovation & Skills (2013) '[Adult Skills Survey 2012](#)'

volunteer support, improve local coordination of ESOL provision, and address practical barriers to ESOL learning.

- **Work towards providing a digital skills entitlement for Londoners through the devolved AEB**, to ensure that all Londoners gain a basic level of digital skills to ensure they can fully participate in society.

To help address the barrier that the cost of childcare can pose to accessing adult education and training, **City Hall is funding Early Years Hubs from early 2018**. These hubs will bring childcare settings together in London to collaborate over a three-year period to improve the access, affordability and quality of early years provision for the most disadvantaged families. Key aims include improved uptake of the Government's free early education entitlement for 2-year-olds and increased parental employment. In addition, we will set out London's needs on childcare and the early years to central government, to make sure that early years provision in London is properly reflected in government policy and funding.

While devolution concerns the funding and accountability for post-19 further education, the Mayor is committed to a holistic and strategic approach to skills in London. London's schools have seen a transformation over the past 15 years, however this progress is not sustained post-16. **City Hall, in collaboration with London Councils, will commission new research to better understand the pathways young people from different backgrounds in London pursue post-16**, including which subjects they study and which institutions they attend, their progress and outcomes, and their education or employment destinations. This research will help to identify the drivers of post-16 education performance in London, including the patterns and trends by socioeconomic status, gender, ethnicity and among young people with a special educational need or disability. It will also consider what works well in delivering support for English and maths resits. The findings will inform preparations for devolution and the Mayor's wider plans for skills in London.

Summary of actions

The Mayor will:

1. **Develop an all-age careers information, advice and guidance offer, including working with the National Careers Service to ensure that the London service better responds to local needs, extending the London Careers and Enterprise Adviser Network, and working with partners in business and education to help improve London's STEM offer in schools, colleges and higher education institutions.**
2. **Continue to lobby and negotiate with government to ensure that London gets a fair funding settlement in the UK Shared Prosperity Fund – and for this funding to be fully devolved to London.**
3. **Expand the range of programmes on offer that target the most disadvantaged groups, continue to support the devolved Work and Health Programme, and work with partners to improve job opportunities for offenders and develop their skills.**
4. **Undertake a strategic, pan-London review of post-16 SEND education provision to promote and support training provision that meets the needs of disabled people.**
5. **Ensure that the devolved Adult Education Budget prioritises support to meet need, with flexible, inclusive and integrated skills and training provision that prioritises improving progression outcomes, employability and enterprise skills.**
6. **Drive up participation and progression outcomes in the provision of English and maths, identify new and more diverse sources of investment and innovative approaches in ESOL, and work towards providing a digital skills entitlement for Londoners, through the devolved AEB.**
7. **Fund Early Years Hubs from early 2018 to bring childcare settings together in London to improve the access, affordability and quality of early years provision for the most disadvantaged families.**
8. **Commission new research to better understand the pathways young people from different backgrounds in London pursue post-16, to inform a holistic and strategic approach to skills in London.**

Questions for consultation on theme one:

Strategy Questions

1. Do the three objectives address the issues that make it difficult for some Londoners to access education and skills?
2. Will the actions have an impact on the ability of Londoners to participate in society and progress in education and work?
3. What are the most important actions and priorities that will improve engagement in learning?

Detailed Questions

4. What do you think motivates people to participate in learning?
5. What barriers to participation in learning do Londoners face?
6. What could the Mayor do to improve the careers information, advice and guidance offer?
7. What/who should our priorities be for ESOL funding?
8. How best can we meet the education and training needs of people with a special educational need or disability?
9. What should be the priority for Adult Community Learning provision and how can we measure its impact in London?
10. How can we improve pathways in and transitions between schools and colleges to improve outcomes for young Londoners in post-16 education?

2. Meet the needs of London's economy and employers now and in the future

Objective 4:

Promote productivity by supporting employers to develop and make the best use of the skills of their current and future workforce

In 2017, one of the most substantial reforms to apprenticeship funding began with apprenticeships now funded by a levy on large employers. London will generate the largest levy contributions nationally, but with historically low levels of apprenticeships delivered in London, we must ensure that London's employers are able to maximise the use of their levy contributions and deliver the skills needed by them and London's economy.

The Mayor will **continue to lobby for devolution of the levy and shape this into a Skills Levy**. Given London's complex skills requirements, the Mayor believes that London's proportion of the apprenticeship levy should be ring-fenced and devolved to London's government, to allow partnerships with business to support a wider range of skills and employment interventions in the capital. Apprenticeships provide a great opportunity for people to train on the job and to achieve a nationally-recognised qualification at intermediate, advanced, higher or degree level. However, other needs, such as the development of entrepreneurial skills and transferable, softer skills and behaviours raised by employers (for example through London First's Employment and Skills Commission's [draft report](#))⁷⁶ need to be considered alongside formal qualifications. Employers also call for more flexible, shorter training programmes tailored to meet their needs. Employers and London's government should have greater control and flexibility to use the levy on a wider range of skills development areas to meet local economic needs.

In advance of any devolution on apprenticeships, the Mayor and his Skills for Londoners Taskforce will **work with industry in London to develop and promote high-quality apprenticeships and to maximise the use of levy contributions**. This will involve exploring ways to maximise the impact as well as use of levy contributions in London by helping both large, levy-paying and small, non-levy paying employers to create high quality apprenticeships which offer opportunities to all Londoners. The focus will include widening participation in apprenticeships from underrepresented groups, including promoting the value of apprenticeships as a draw for talent, and supporting apprenticeships for occupations required by London's economy, particularly at higher levels, where equivalent

⁷⁶ [London First's Skills and Employment and Skills Commission](#) involves business representatives from a range of sectors. It will consider how to create a system where London's employers can access the talent they need from the local workforce.

training does not already exist. The **Mayor will also call on government to provide flexibility on the planned 10 per cent limit that levy-paying employers can direct from their levy account to non-levy paying employers** to enable more SMEs to provide apprenticeships.

City Hall will test new ways of working with industry to promote and encourage in-work progression. The GLA will **develop an in-work progression initiative** in partnership with the Institute for Public Policy and Research (IPPR) focusing on sectors with high concentrations of low pay and low skills such as construction, retail, hospitality and social care. The aim will be to trial innovative approaches to improve wage and skills progression amongst low skilled, low paid Londoners. The pilot would involve close partnership working



with a number of larger levy-paying employers to test how employer-led interventions may help to improve skills utilisation (the use of skills in the workforce) and job quality in order to improve progression amongst participants in the scheme.

In addition, City Hall will **promote increased investment in skills development and effective use of skills by employers as part of the Mayor's Good Work Standard** - focusing on employee progression. This will include identifying and promoting where employers are taking steps to develop the skills of their future and existing workforce and making more effective use of skills. Furthermore, larger employers, which have the management capacity and HR capability to identify and address skills development requirements, will be encouraged to support smaller employers through people management advice to better match skills to their business and growth needs. This type of activity could be focused on supply chains and align to the online resources and training offer available to business and coordinated through the London Growth Hub, thereby promoting productivity through skills development and the effective use of skills by small businesses. This can include championing and recognising non-traditional learning and development opportunities such as employer supported volunteering both at an individual employee and business level

The Mayor will also encourage and support **employers to adopt inclusive employment practices through the Good Work Standard**. This will include open recruitment arrangements and family-friendly policies, such as increasing the availability of part-time and flexible working options and offering interest-free loans for childcare deposits, as are available to staff across the Greater London Authority. The Mayor wants employers to benefit from a diverse workforce and ultimately seeks to make London the best place in the world to work.

The Mayor will seek to **extend the London Enterprise Adviser Network**, delivered by Team London, which aims to improve the life chances of young people through contact with employers. Businesses play an important role in helping to shape the future workforce through informing the curriculum and careers offer. Much greater coordination of business engagement is needed with London's schools and further education providers. Strengthening collaboration between businesses through this network will help to unlock relationships with other local and national employers, both large and small, and facilitate an effective careers and business engagement strategy. The network is currently active in 125 primary and secondary schools, across 19 boroughs (this represents 20 per cent of mainstream secondary schools across these boroughs). The ambition is to cover all London boroughs and to be working with up to 80 per cent of mainstream schools and 50 per cent of colleges by 2020.

Objective 5:**Work with employers to ensure the devolved AEB and wider technical and vocational education system delivers for the London economy**

Clearer identification of employer demand information is needed to help address some of the information and co-ordination failures apparent in the skills system in London. Usable and timely data on technical and, where possible, transferable skills requirements is needed to shape London's technical and vocational skills offer and inform progression routes. These needs will vary by employer size and sector.

As part of this, the Mayor recognises that some sectors have a significant role to play in helping to deliver his vision for London's future economy. As outlined in the Economic Development Strategy, these are sectors that have significant growth potential, where London has a global competitive advantage and where the Mayor feels he can have the most impact through strategic interventions to make things happen that would otherwise not. They include:

- the **advanced urban services sector**, which is helping London to work more efficiently as a city.
- the **cultural and creative industries**, which contribute to the quality of life and wellbeing of Londoners and give the city a global stage.
- the **financial and business services sector**, which helps to underpin the workings of London's economy as well as the national and global economy.
- the **life sciences sector**, which is helping to address the major healthcare challenges facing society.
- the **low carbon and environmental goods and services sector**, which is supporting the transition to a low carbon economy.
- the **tech and digital sector**, which is helping to drive innovation across the economy and provides platforms for entire new industries, business models and services.
- **tourism**, which gives London an international profile, attracting people from across the world, and showcases London as a diverse and open city.

The Mayor, working with employer representatives and sub-regional partnerships, will seek to **improve the availability of information on current and future occupational skills needs in London**. Working with employers, the ambition is to create an accessible

data resource at regional and sub-regional levels that will provide robust regular information, along with medium-term forecast employer skills data. As part of this, City Hall will explore the potential of creating a Skills Index for London. This will build on existing business surveys, networks and activities, such as London First's Employment and Skills Commission. It will include technical as well as transferable employability skills, where possible by employer size and occupational area, to help inform current and future planning of skills provision in London and to promote London's specialisms.

The Mayor will also **create a London sector-skills board with sector-skills councils/other employer representative bodies** to advise on how to improve and align skills provision, including specialist and higher-level skills provision (considering progression routes to higher education), to meet occupational skills needs in London. This would support London-based industry to deal with workplace change and adapt to the demands of the global economy. The board would also review the success of sector-specific skills projects in meeting identified needs and consider new priority sectors and occupations that would benefit from direct interventions to address skills challenges. The London sector-skills board would also provide advice and steer to the Mayor on implementation of the new 'Technical Levels' in London. The board would be a sub-group of the Skills for Londoners Taskforce, would link to the Mayor's Business Advisory Board and LEAP and would initially focus on the sectors listed above, to allow City Hall to engage business more directly to help inform London's skills and adult education offer.

Objective 6:**Increase employer engagement to improve the relevance and quality of training in some of London's key sectors and occupations**

The Mayor has pledged to deliver programmes and support others that are delivering programmes that will promote partnership and collaboration in the Digital, Construction and Creative sectors to increase industry-relevant training as well as supporting diversity and inclusion objectives. These initiatives aim to address specific, identified skills needs in these industries.

The Mayor has pledged to **establish and deliver a Digital Talent programme** utilising funding from LEAP (£5m) and ESF (£2m). London's economy is becoming increasingly digital and requires a workforce with a new set of skills. Digital skills are now crucial to occupations across all sectors of the economy, and the Government's UK Digital Strategy predicts that within 20 years 90 per cent of all jobs will require some element of digital skills⁷⁷. In Inner London, there are nearly 40,000 digital technology businesses, representing one fifth of the UK's tech businesses, and there is a huge demand for digitally-skilled talent that is ready for the workplace⁷⁸. Increasing the number of women, BAME and other under-represented groups working in digital occupations could significantly address this demand. Currently, only 17 per cent of the digital workforce is made up of women⁷⁹. The ambition for the Digital Talent programme is to inspire and prepare more young Londoners for the digitally-skilled occupations needed by all sectors of the economy. The programme will increase the volume and quality of training in digital technology by funding new courses designed by industry. This programme will support collaboration between training providers, further education colleges, higher education institutions and employers to ensure the curriculum is responsive to labour market needs. For more information see the [Mayor's Digital Talent Programme](#).

The Mayor has pledged to **establish a construction academy scheme with the housebuilding industry**, to address the need for more skilled construction workers to build London's increasing demand for homes. As part of the wider strategy to address London's housing crisis, London needs an unprecedented increase in housing delivery to meet demand. The Mayor has honoured his commitment to develop Homes for Londoners to "tackle the housing crisis, building thousands more homes for Londoners each year". London's total construction output is forecast to rise by an annual average of 2.4 per cent between 2017 and 2021, with housing accounting for 42 per cent of this growth. Private housing construction work is set to grow strongly over this period, averaging 5.1 per cent

⁷⁷ Department for Digital, Culture, Media & Sport (2017) 'UK Digital Strategy'

⁷⁸ Tech City: 'London's Digital Industry'

⁷⁹ Department for Digital, Culture, Media & Sport (2017), op.cit.

each year, with public housing construction seeing an average annual growth of 2.4 per cent⁸⁰. As part of the construction academy scheme, a new Construction Skills Advisory Group will work with officers from the Skills Policy and Housing and Land teams in the GLA to propose minimum eligibility requirements that construction skills providers must meet in order to gain accreditation under the Academy Scheme. Furthermore, a series of hubs will be established across a range of locations that will strengthen collaboration between London's house-builders and further education providers to improve the quality, accessibility and relevance of training to meet these employers' needs. A team in City Hall will work with the hubs, co-ordinating their activities and increasing the number of sites that are engaged with the scheme as these move from the planning to build phase. Together with skills providers and housebuilders, the Mayor's scheme will offer leadership and help to create opportunities for many more Londoners to find work and progress their careers in construction.

The Mayor will **work with Creative Industry leaders to develop skills plans across the Creative Industries, initially by scoping a London Screen Industries Skills Plan**. The creative industries are one of the fastest growing sectors of London's economy⁸¹ and across the UK the number of people working in these industries is growing at almost three times the rate of the national average⁸². In London, the creative industries generate £42bn per annum and the creative economy accounts for one in six jobs⁸³. These jobs often use skills that can be transferred from other industries, like carpentry, coding or crafts. Many of these jobs are 'future proof' because 87 per cent of creative occupations are at low risk of automation⁸⁴. These creative industries skills plans will relate to specific sub-sectors to meet the different occupational needs. They will set out the approach to addressing skills shortages and gaps (including digital skills), widening access routes into the sector, especially for black and minority ethnic groups, women and disadvantaged Londoners, and improving information and opportunities for career progression in the creative industries.

The Mayor stands ready to work with further strategic sectors to help address their skills needs. Those with acute skills shortages or gaps would be prioritised, potentially identified by the Sector Skills Board (Objective 2 above). Additionally, there would be a focus on areas where a co-ordinating intervention by the Mayor could make a difference.

⁸⁰ CITB (2017) '[Industry Insights – Construction Skills Network Forecasts 2017-2021](#)'

⁸¹ Between 2009 and 2016 the GVA of the creative industries in London increased by 38.2 per cent in nominal terms, compared to 30.6 per cent for all industries in London. See: GLA Economics (2017) '[The Creative Industries in London – 2017 update](#)'

⁸² Department for Digital, Culture, Media & Sport (2015) '[Creative Industries: 2015 Focus on](#)'

⁸³ Data for 2015. For the statistical definition and calculations, see: GLA Economics (2017) '[The Creative Industries in London – 2017 update](#)'.

⁸⁴ Nesta (2015) '[Creativity vs Robots](#)'

Summary of actions

The Mayor will:

1. Ask government to devolve the Apprenticeship Levy to create a Skills Levy for London.
2. Call on government to provide flexibility on the planned 10 per cent limit that levy-paying employers can direct from their levy account to non-levy paying employers.
3. Promote investment in skills, workforce development (including apprenticeships) and inclusive employment practices by employers through the Good Work Standard.
4. Encourage increased employer engagement with schools and colleges through the London Careers and Enterprise Adviser Network.
5. Seek to improve information and data on occupational skills needs from employers in London, working with employer representatives and Sub-Regional Partnerships.
6. Create a London sector-skills board to advise on aligning skills provision with industry requirements in key sectors in London.
7. Deliver a Digital Talent programme.
8. Establish a Construction Academy scheme with the housebuilding industry.
9. Work with Creative Industry leaders to develop sub-sector skills plans.
10. Work with further strategic sectors in London to improve the relevance and quality of training and meet skills needs.

Questions for consultation on theme two:

Strategy Questions

- 1. Do the three objectives address the needs of employers and the economy?**
- 2. Will the actions have an impact on business productivity, the availability of technical skills and the relevance of training for our economy?**
- 3. What are the most important actions and priorities that will address the skills and training needs of the economy?**

Detailed Questions:

- 1. What is working effectively in the skills system in meeting London's business needs and how can this be built on?**
- 2. What changes are needed in further education to better meet the needs of employers and businesses?**
- 3. What acute skills issues exist that need to be addressed for particular sectors in London?**
- 4. What more could be done to encourage employers to further invest in the skills of their workforce?**
- 5. What more can be done to achieve greater employer engagement in the design and delivery of training provision in London?**

3. Deliver a strategic city-wide technical skills and adult education offer

Objective 7:

Help improve access to information to support learners and employers to make informed decisions and to enable a more strategic approach to commissioning skills provision

A strategic approach to commissioning and delivery of skills will require access to robust and timely data on the skills employers need now and in the future as well as information on the quality of further education in providing learners with the skills they need to succeed. Better information will also help prospective learners to make more informed decisions about learning and career pathways, to help them to progress towards achieving their ambitions. Similarly, businesses will be able to make informed choices about the quality and availability of skills provision in the capital.

City Hall will work collaboratively with providers to use improved data on employer skills needs to better align provision and commission programmes that will help to create a pipeline of skilled Londoners to make the most of the opportunities in London's growth sectors and industries. The Mayor and sub-regional partnerships will **create a London Skills and Employment Knowledge Hub**, an online platform, which will gather, publish and present relevant data at regional and sub-regional level. The 'Hub' will present employer occupational demand data (current and future), along with wider labour market information and data on skills and employment provision in London.

This will be in an accessible form to help policymakers and providers, and where relevant, employers and learners to make informed decisions, including as part of the all-age careers offer. This would improve and build on existing information and surveys, include a focus on the new technical routes and destinations data where possible, and use data platforms such as the London Data Store and local networks at sub-regional level to better effect. This will also build on the work of JP Morgan with the OECD on skills mismatches by country and we welcome the intention of these parties to undertake work on the regional picture in future⁸⁵.

Alongside the work to build a London Skills and Employment Knowledge Hub, City Hall and the sub-regional partnerships will explore and develop proposals to **create a more collaborative and strategic skills system in London which considers London's specialisms, particularly in key sectors of growth**. This will be undertaken in close partnership with providers in preparation for implementation of the new Technical-Level

⁸⁵ OECD (2017) '[Getting Skills Right: Good Practice in Adapting to Changing Skill Needs](#)'

qualifications. City Hall will work collaboratively with London's further education sector to ensure that the reforms to technical education in the capital mean that employers and learners are benefitting from the new system with the skills that London needs. Given the scale of London and the diversity of skills challenges and opportunities across London, City Hall will work closely with boroughs and sub-regional partnerships to engage a broad range of employers to inform provision. Such local leadership will help develop the necessary partnerships to achieve the identified changes needed in the skills system.

The GLA will set out **priorities and outcomes for the AEB in London in annual skills and funding statements**. With devolution of the AEB to the Mayor from 2019/20, for the first time London will have the opportunity to develop a more strategic commissioning approach to skills provision. Activities will be focused on delivering quality learning and employability skills, and ensuring that provision aligns with the needs of the economy. Outcomes will be focused on progression and helping Londoners into work (through apprenticeships, further and higher-level learning). The Mayor will also work with London's boroughs, Jobcentre Plus, Housing Associations and other relevant service providers to improve the integration of adult education with employment, health and housing support.

Objective 8:

Improve progression pathways into intermediate and higher-level skills

The Mayor will work collaboratively with careers services, Jobcentre Plus, further education providers, higher education institutions, employers and other relevant networks in London to promote progression and **raise awareness of the benefits and need for regular re-skilling and up-skilling** particularly for older, low paid and low skilled Londoners. The Mayor will seek to do this as part of his ambition to create an all-age careers offer for London. As part of this, the GLA will work collaboratively with further education providers and other key stakeholders to **promote access to available sources of financial support, such as Advanced Learner Loans**, to increase the take up of intermediate and higher-level skills. These loans give individuals aged 19 or above access to financial support to help them to undertake approved qualifications at levels 3 to level 6.

The Mayor will support London's schools and help **spread best practice across the London school's system to improve attainment at 16**, so that more young people are equipped with the necessary skills needed to achieve a Level 3 equivalent qualification by age 19. To increase progression into intermediate and higher-level skills, we need to ensure that London's schools continue to improve attainment levels at Key Stage 4, particularly among underachieving groups, such as white British boys and girls from disadvantaged backgrounds. The Mayor has launched his Schools for Success programme to showcase London schools that are tackling low student achievement. Moreover, City Hall has launched 17 'Subject Knowledge Hubs' to bring together teachers,

subject and business experts to improve subject knowledge in the profession and support excellent teaching in London schools. As well as arts, humanities and STEM subjects, there are hubs that focus on improving teaching for specific cohorts of pupils, such as pupils attending alternative provision or looked after children.

To successfully increase the number of Londoners gaining skills at intermediate and higher levels, Londoners and London's businesses also need access to high quality institutions providing industry-relevant skills. The Mayor, working with LEAP and as part of the government's national programme, will **promote and support the establishment of Institutes of Technology (IoTs) in London to deliver higher and degree-level apprenticeships and technical skills**. IoTs would comprise strong partnership arrangements between further and higher education institutions. Employers will need to be at the heart of their leadership and governance, and closely involved in the design and delivery of the curriculum. City Hall would particularly welcome specialist IoT proposals in technology and digital skills, the life sciences sectors and higher-level construction skills (under the banner of the Mayor's Construction Academy Scheme), as well as broader STEM provision.

Objective 9:

Raise the quality of facilities, teaching and leadership in London's further education sector and ensure its sustainability

The Mayor will **champion high quality further education in London**, by supporting its infrastructure through capital funds and recognising the best quality institutions through accreditation such as via the Mayor's Construction Academy Scheme. Good technical education requires expert teachers, lecturers, and leaders. It also requires industry-standard facilities to ensure learning is relevant to current and future employer needs.

The Mayor and LEAP will **continue to support investment in infrastructure and facilities in further education** through the Skills for Londoners Capital Fund with greater strategic focus on in-demand skills at regional and sub-regional level. Funding will support the development of high-quality, financially-stable institutions with strong employer links. The Skills for Londoners Capital Fund will allow London's skills provider base to respond to the current and future skills requirements of employers and learners, and improve quality of provision and learner satisfaction, progression and success rates. It will support increased levels of apprenticeship delivery and/or progression to the highest levels of technical and professional study.

As well as supporting the physical infrastructure of London's further education institutions, the Mayor and sub-regional partnerships will work collaboratively to:

- Continue to support the FE sector post Area Reviews⁸⁶ **to create a more sustainable and stable provider-base in London** that responds to local, sub-regional or regional economic needs under a newly devolved skills system.



⁸⁶ The London Area Reviews of further education and sixth form colleges completed in 2017. See the full reports for Central London, East and South East London, South London and West London at: Department for Education (2017) '[Further education area reviews: policy and reports](#)'

- **Promote Continuing Professional Development (CPD)** and succession planning for London's further education leaders and governing bodies, and help overcome risks introduced by a changing policy and economic environment.
- **Work with the Education and Training Foundation to promote and support teacher workforce development**, curriculum and pedagogy in further education/sixth form.

Summary of actions

The Mayor will:

1. **Create a London Skills and Employment Knowledge Hub, an online platform, which will present employer occupational demand data (current and future), along with wider labour market information and data on skills and employment provision in London.**
2. **Create a more collaborative and strategic skills system in London, which considers London's specialisms, particularly in key sectors of growth, in close partnership with providers in preparation for implementation of the new Technical-Level qualifications.**
3. **Raise awareness of the benefits and need for regular re-skilling and up-skilling and promote access to available sources of financial support, such as Advanced Learner Loans, to increase the take up of intermediate and higher-level skills**
4. **Help spread best practice across the London school's system to improve attainment at 16, so that more young people are equipped with the necessary skills needed to achieve a Level 3 equivalent qualification by age 19.**
5. **Promote and support the establishment of Institutes of Technology (IoTs) in London, particularly in digital and technology, life sciences and higher-level construction.**
6. **Champion high quality further education in London, by supporting its infrastructure through capital funds and recognising the best quality institutions through accreditation, such as via the Mayor's Construction Academy Scheme.**

Questions for consultation on theme three:

Strategy Questions

1. Do the three objectives address the challenge of improving London's skills and education system?
2. Will the actions do enough to improve the city's skills offer?
3. What are the most important actions and priorities that will improve how the city organises technical skills and adult education?

Detailed Questions

4. How can London better use data to achieve a more strategic approach to skills?
5. Which national/ international examples of skills systems could London learn from?
6. What are challenges and opportunities involved in creating a more strategic and outcome-based approach to commissioning?
7. What steps can be taken by further education institutions, in terms of improving teaching/leadership and physical resources, to deliver more industry-relevant skills?
8. Should there be a specific focus on post-16 teaching and leadership and if so, what should this look like?

An Ambitious Future

This strategy sets out the Mayor's immediate ambitions and priorities for skills and education over the coming years, but, in the longer term, working with the London boroughs, the Mayor aspires to create a single, integrated skills and adult education offer for London to deliver a more strategic, whole-system approach to post-16 skills. While devolution of the Adult Education Budget is an important and welcome first step, we need government to go further. London needs a bespoke devolution deal that is responsive to London's economy, particularly considering London's scale, the potential impact that the UK's departure from the European Union will have on the supply of labour, and other skills challenges that we face. These challenges include a growing population, increasing need for ESOL, basic, intermediate and higher levels skills; employment levels consistently below the national average; underachievement in skills among certain groups throughout the education system, such as those from disadvantaged backgrounds, and increasing in-work poverty.

This requires devolving funding, powers and responsibilities from central Government, including 16-18 technical provision, careers services, apprenticeship levy funds and a domestic successor to EU replacement funds to London. London government will also be calling on government to further devolve employment support to enable greater join-up and integration with skills. The existing heavily centralised system has offered limited scope to tailor provision to London's needs, and with no current guarantees that any domestic successor to EU funds will be devolved, we could even see a re-centralisation of some crucial elements of skills funding.

This, combined with funding reductions by successive governments, has created a skills system that is under-funded, under-utilised, fragmented, and too heavily focused on delivery of qualifications, rather than quality and outcomes. This skills strategy will go some way in making a step change towards a more dynamic, responsive system. But these are long-term structural issues that directly affect London and other city-regions and need radical overhaul. We cannot make this transformative change alone. It will require greater commitment from government to relinquish its powers to enable local control to direct provision to better meet need. The Mayor is committed to working in partnership with other areas to deliver this change. For the skills sector in the capital, this requires greater responsiveness and stronger collaboration with London's employers. Londoners and London's business community also have a crucial role to play to invest in provision and increase take-up of relevant skills development opportunities.

City Hall will work with London's boroughs and sub-regional partnerships, employers, skills providers, community and voluntary groups and other local stakeholders to further develop proposals for a devolved skills and adult education offer. Our starting position is to create a skills offer for London that pulls together all relevant investment to provide a more coherent and simplified system. It will help more Londoners to gain skills that are relevant for work and to progress within their chosen career, while supporting local economic growth by forging stronger links between skills providers and employers. This will also be a system where every Londoner is empowered to participate and progress in an increasingly digital society, to learn and succeed in work, thereby helping to reduce inequality and disadvantage. This will be a city for all Londoners.

As part of this consultation we welcome further views on how we can shape a more tailored skills and employment offer for London through devolution.

Questions for consultation on the strategy as a whole:

- 1. Is the draft vision appropriate for the challenges and opportunities London faces and how can it be improved?**
- 2. Do the three over-arching priorities address the challenges London will face delivering the vision? If not, please explain what changes might be needed.**
- 3. How should we measure success against the vision? What are the most important indicators of change the GLA should measure?**
- 4. What are the most important actions London can take using its devolution powers to achieve a more integrated skills and employment offer for adults?**

Next steps

This strategy sets out a bold plan for London's skills and adult education system in the coming years. It includes a greater focus on ensuring all Londoners are empowered to gain the skills and support they need to succeed in our thriving capital city. It will mean a more collaborative and strategic approach to the delivery of further education and skills between London's government, businesses, employers and education providers to achieve a responsive skills system. Businesses also need to play their part to ensure that they are making use of the skills of their workforce and unlocking opportunities to enable their employees' skills development and progression to address the needs of London's changing labour market. Following public consultation on the current draft vision and priorities, outcome measures will be considered and incorporated into the final strategy due to be published in 2018.

We are hugely grateful to those who have helped to shape this strategy so far, including the Skills for Londoners Taskforce, London Skills Strategy Task and Finish Group, LEAP, the Mayor's Business Advisory Board and Sub-Regional Skills Leads (see Annex 1). This draft of the London skills and adult education strategy is published on the GLA's website for consultation from **24 November 2017 to 2 January 2018**. The final strategy will be published in spring 2018. Views and evidence are sought through consultation questions in the document, which allows stakeholders to shape the strategy at an early stage.

Responses should be made using the template available on the following web page:

www.london.gov.uk/skills-strategy

We will continue to engage with Londoners, employers, providers and other stakeholders throughout the consultation period to ensure we capture a wide range of perspectives. This will be through stakeholder meetings and events, including sub-regional, business, voluntary and community sector and provider events. Insights and opinion research with Londoners will be undertaken by the GLA's Intelligence team and will involve focus groups, the GLA's Talk London engagement platform, YouGov polling and wider social media activity. We look forward to hearing views and ideas from all stakeholders and to working together over the coming years to deliver the Mayor's vision - to make sure Londoners and business get the skills they need to succeed in a fair, inclusive and thriving economy.

Annex 1

Consultee list (prior to strategy publication)

The Mayor's Skills for Londoners Taskforce

Peter John OBE (Deputy Co-Chair)	London Councils Executive Lead for Business, Skills & Brexit
Hang Ho (Deputy Co-Chair)	Head of Europe, Middle East and Africa, JP Morgan Chase
Ian Ashman	Former President of the Association of Colleges (AoC)
Stephen Evans	Chief Executive of the Learning and Work Institute
Marilyn Hawkins	Associate FE Commissioner
Lubna Hussain	Advisor on the Prevent programme for the DfE
Anthony Impey	CEO of Optimity
Seetha Kumar	CEO of Creative Skillset
Asi Panditharatna	Self-employed consultant and former Director of Apprenticeships and Employability at Catch22

LEAP

Natalie Campbell	Social entrepreneur and Founder of A Very Good Company
Dr Celia Caulcott	Vice-Provost (Enterprise) at UCL
Professor Greg Clark CBE	Economic strategy expert specialising in global cities
Angus Knowles-Cutler	Vice Chairman of Deloitte
Alexandra Depledge MBE	Entrepreneur in residence at Index Ventures.
Megan Dobney	Regional Secretary for South East Region TUC
Cllr Peter John OBE	Leader of Southwark council
Cllr Claire Kober OBE	Chair of London Councils
John Newbiggin OBE	Co-founder and Chair of Creative England.
Cllr Teresa O'Neill OBE	Vice-Chair of London Councils and Leader of LB Bexley
Colette O'Shea	Managing Director for Land Securities London Officer
Simon Pitkeathley	LEAP Champion for Small Business
Sir Robin Wales	Mayor of Newham

Skills Strategy Task & Finish Group

Seetha Kumar (Chair)	Creative Skillset
Yolande Burgess	London Councils
Elizabeth Crowley	CIPD
Joe Dromey	IPPR
Dan Gascoyne	West London Alliance
Marilyn Hawkins	DfE / Skills for Londoners taskforce member
Mark Hilton	London First
Garry Hunnisset	London Work Based Learning Alliance
Ewart Keep	Oxford University
Angus Knowles-Cutler	Deloitte /LEAP Board Member
Shakira Martin	National Union of Students
Dianna Neal	London Councils
Ian Nichol	Local London
Dr Sue Pember OBE	HOLEX
Daniel Sandford Smith	Gatsby Charitable Foundation
Sarah Sturrock	South London Partnership
Diarmid Swainson	Central London Forward
Sue Terpilowski OBE	Federation of Small Businesses
Mary Vine-Morris	Association of Colleges
Andy Wilson	Capital City Colleges Group

Sub-Regional Skills Leads

Cllr Steve Curran	Leader of London Borough of Hounslow
Cllr Ruth Dombey	Leader of Sutton Council
Cllr Peter John OBE	Leader of Southwark Council
Cllr Darren Rodwell	Leader of Barking and Dagenham Council
Tim Shields	Chief Executive at London Borough of Hackney

The Mayor's Business Advisory Board

Omid Ashtari	General Manager, Citymapper
Inga Beale DBE	CEO, Lloyd's of London
Constantin Cotzias	Director, Bloomberg Europe
Kym Denn	CEO hVIVO
Lloyd Dorfman CBE	Founder and President, Travelex Group
Jayne-Anne Gadhia CBE	CEO, Virgin Money
Vivian Hunt	Managing Partner, McKinsey & Company
Shalini Khemka	Founder, CEO and Board Director, E2E
Paul May	CEO of Patisserie Holdings
Nicola Mendelsohn CBE	Vice President EMEA, Facebook
Kathryn Parsons MBE	Co-Founder & CEO DeCoded
Nikhil Rathi	CEO, London Stock Exchange PLC
William Sargent	Co-founder, Framestore
Laura Tenison MBE	Founder & Managing Director, Jojo Maman Bébé
Sarah Wood	Co-founder and CEO, Unruly
Debbie Woskow OBE	Founder and CEO, Love Home Swap

Annex 2

London Sub-Regional Partnerships



London's Sub-regional Partnerships

- Boroughs
- West London Alliance
- South London Partnership
- Local London
- Central London Forward

Other formats and languages

For a large print, Braille, disc, sign language video or audio-tape version of this document, please contact us at the address below:

Public Liaison Unit

Greater London Authority

City Hall

The Queen's Walk

More London

London SE1 2AA

Telephone **020 7983 4000**

www.london.gov.uk

You will need to supply your name, your postal address and state the format and title of the publication you require.

If you would like a summary of this document in your language, please phone the number or contact us at the address above.