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# London LSIP Progress Report Case Studies

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# INTRODUCTION

This document contains case studies showcasing the best practice around employment and skills development from across London. Included are a blend of new case studies which highlight progress against the LSIP roadmap actions and [updates on some of the case studies](#) that accompanied the publication of the [London Local Skills Improvement Plan \(LSIP\)](#) in July 2023.

These case studies support the actionable priorities that were set out in the LSIP and demonstrate where steps are being taken to meet employer demand and Londoners are being engaged well.

The case studies within this document fall into the following categories, which match many of the priority sectors and themes set out in the London LSIP:

- Built Environment
- Digital
- Health and Social Care
- Transferable Skills

This document also contains case studies that highlight work being funded through the Local Skills Improvement Fund (LSIF) and have been noted as such.

# **BUILT ENVIRONMENT**

# **LONDON HOMES COALITION: BUILDING SKILLS FOR THE FUTURE**

Housing Associations are collectively responsible for maintaining and investing in 700,000 homes across the capital – but the workforce to do this is ageing and retiring. London Homes Coalition recognised this issue, and formed a coalition of landlords, contractors, industry bodies and government representatives committed to addressing this issue.

This initial phase of this project focuses on conducting research to identify the scale of the demand, current workforce supply, and the resulting skills gaps. The coalition is spearheaded by organisations such as Peabody, L&Q, The Guinness Partnership, Metropolitan Thames Valley, Notting Hill Genesis, Sovereign Network Group, Hyde, Plentific, Fixatex, Axis Europe, Wates, Langley, Switchee, Vital Energi, and TMN Ltd, supported by the GLA and London Housing Directors Group, as well as Inner Circle Consulting and Whole Life Consultants as project delivery partners.

Stages 2 and 3 of this initiative will focus on working with industry partners, education providers, and Government to scope and deliver the identified solutions.

There is no quick fix to this complex issue, and this is the first step in a long-term collaboration to achieve the significant change London Homes Coalition aims to.

Through this project, London Homes Coalition wants to ensure the sector is able to attract, train, and develop talented and diverse new generations to deliver the investment needed for high quality homes. They want to do this by changing how people work, plan, and delivery together as an industry and ecosystem.

# **DIGITAL**

# **FUTUREDOTNOW: AN UPDATE ON THE FUTURE OF DIGITAL SKILLS**

[FutureDotNow](#) has become a leading authority on the digital skills of the UK's workforce. Data from the 2023 Lloyds Bank Consumer Digital Index 2023 shows that in London alone, 4% of the workforce are without any basic skills, and 53% don't have all 20 skills deemed essential for work. London used to be leading the way but has now been outperformed by the Northeast, Southeast, and Scotland where a greater proportion of the labour force can complete all 20 tasks.

When the London Local Skills Improvement Plan (LSIP) was approved in August 2023, FutureDotNow's three pillar model was included as an example of good practice for assisting millions of people who are without essential digital skills. Since this was published, FutureDotNow have used its featured roadmap to shape and renew their approach to addressing these barriers.

In July 2023, FutureDotNow collaborated with the Digital Skills Council to publish The UK Workforce Digital Skills Gap: Why Closing it Matters and a Roadmap to Action, part funded by the Department for Science Innovation and Technology. This was a culmination of what FutureDotNow has seen, learnt, and done since 2019 – detailing the next steps for government, business and society to boost the digital capability and confidence of the UK's workforce and ensure everyone has the Essential Digital Skills needed for work.

The London LSIP roadmap publication was the start of FutureDotNow's next chapter. During the Autumn of 2023, FutureDotNow convened industry-led working groups that explored the recommendations in detail and developed the actions required to achieve them. The outcome of this work was The 2024 Delivery Plan to Close the Workforce Digital Skills Gap, which is now the adopted strategy for FutureDotNow.

Over 70 individuals representing more than 40 organisations – including BusinessLDN – are actively involved in the seven priority workstreams making up the delivery plan, all working to close the workforce digital skills gap. The plan is being realised across 3 sprints of activity throughout 2024, each of which culminate in an event that brings key parties together to reflect and consolidate progress, informing the next phase of work. BusinessLDN has been supporting this process, including employer engagement on Essential Digital Skills (EDS) and measuring the economic impact of improving EDS capability

## GENERATION UK: LONDON DIGITAL JOBS AND SKILLS HUB

[Generation](#) is a global nonprofit network that supports people to achieve economic mobility and a better life, supporting over 1,500 people into jobs. Generation found that there were many employers struggling to tap into a diverse pool of tech talent, and saw an opportunity to support unemployed or underemployed (working under 16 hours a week or on a zero-hours contract) Londoners from diverse backgrounds into entry level tech jobs.

Generation launched their London Digital Jobs and Skills Hub to help young Londoner's get life-changing jobs in London's fast growing and exciting tech space. The Hub also helps young people find events to meet providers and hear about opportunities, read up on careers in tech through digital resources, and apply directly for training opportunities. Employers can utilise the Hub to find out how to become youth friendly and attract London's best young tech talent.

To deliver these provisions, The Hub has partnered with multiple providers who are either upskilling, providing pre-employment training, or delivering bootcamps. They have partnered with organisations such as Ada College, Catch22, JustIT, London Youth, Movement to Work, Multiverse, The Princes Trust, QA, West London Institute of Technology, and Youth Employment UK. Generation works with these providers to promote their programmes to their network of over 3,000 unemployed Londoners, also referring learners to partners programmes. Additionally, they host events that showcase the different entry pathways into tech such as apprenticeships, bootcamps, and short courses.

The Hub tracks outcomes on this programme such as the number of learners participating in training, apprenticeships, and how many go into work following programme participation. All of these are showing positive outcomes to date, however they are finding that the uptake of apprenticeships and number of people going into work is lower than expected due to the current labour market and number of apprenticeships available. To help meet their targets, Generation have launched a new coaching service to support people into work.



## VORBOSS: AN UPDATE ON THE FOUNDATIONS PROGRAMME

[Vorboss'](#) Foundations Programme launched in February 2021, and has continued to play an important role for the company over the last 12 months, since it was last featured in the London Local Skills Improvement Plan published in 2023.

The training academy has now given more than 250 young people new skills, and new career opportunities. The skilled installation technicians that the training centre helps to create are instrumental in expanding Vorboss' dedicated business fibre network across London, while also becoming potential long-term contributors to the telecom industry.

Recognising the importance and value of female representation, Vorboss has redesigned their uniforms and tools to fit women, introduced field-based welfare vans, and implemented period days. These all demonstrate Vorboss' commitment to supporting the needs of female technicians, creating a more welcoming and supportive environment in what is considered a typically male career.

Quality of connection is becoming increasingly important to enterprise customers. Through the in-house Vorboss training academy, and the commitment to only use in-house technicians, Vorboss puts that quality requirement at the heart of their operation. Two current Internal Quality Assessors joined Vorboss as trainees with no telecoms experience – they've been through the Academy, shown their expertise in the field, and now they carry the flag for quality.

They're a symbol of both the commitment to the highest standards, and the opportunities for career growth at Vorboss, with training at the heart of the business.

With a highly-skilled workforce that reflects the diversity of the communities it serves, Vorboss is well-positioned for continued growth and innovation as it continues to connect London's most demanding businesses.

## **WALTHAM FOREST COLLEGE: EMBEDDING THE SKILLS BUILDER FRAMEWORK**

[Waltham Forest College](#) is aiming to deliver transferable skills to all of their learners effectively and consistently across the curriculum areas covering the priority sectors that were identified in the London LSIP. In order to achieve this objective, the College needed to identify a suitable platform, devise, and implement a strategy. The intended outcome was to equip learners with the transferrable skills that were valued by Waltham Forest College's learners and highly sought after by employers across various industries.

The first phase of this approach was to identify a suitable platform in conjunction with employers, College staff, and learners. After comparing a few possible platforms through a focus group of stakeholders, and delivering a pilot project, the Skills Builder Framework was selected.

Staff training and learner workshops to all were then offered before the full roll out. The College is now working with over 200 large and small businesses such as Audi, BMW, Natwest, NHS, and Riney and Stratford Hotel throughout the implementation of this project. This includes work experience, employer master classes, and various enrichment programmes. A regular review of the impact is carried out in conjunction with employers, learners, and staff to continue to explore opportunities for maximising development opportunities focused on personal skills for learners.

Waltham Forest College's initiative to integrate the Skills Builder Framework has yielded positive outcomes. The development of essential transferable skills aligned with employer needs has not only enhanced employability but also boosted career prospects for learners. Employer talks and workshops led by industry experts have provided valuable opportunities for students to develop these skills, aligning with their career aspirations. While initial outcomes are promising, ongoing evaluation ensures continuous improvement, which may involve refining curriculum delivery, expanding employer collaborations, and further integrating real-world applications into learning experiences to maximise student success.

# **HEALTH AND SOCIAL CARE**

# KINGS HEALTH PARTNERS: PREPARING FOR THE FUTURE BY PAIRING HEALTH AND SCIENCE WITH DIGITAL SKILLS

[Kings Health Partners](#) is working to prepare health and science learners and employees for a rapidly changing health environment, providing knowledge and supporting professional development at all career stages – including focusing on Digital Health and Data Sciences.

The [King's Health Partners Digital Health Hub](#), which launched in March 2024, is an accessible national multi-disciplinary resource made possible by investment from the Engineering and Physical Sciences Research Council (EPSRC) which supports training, co-creation, translation and the acceleration of digital health technologies.

The Digital Health Hub brings together expertise from across Kings Health Partners, including representatives from NHS and social care, patients, and the public and industry partners, to provide support, share knowledge, and create opportunities to promote UK digital health.

The Kings Health Partners Digital Health hub has four pillars – training, co-creation, translation, and acceleration. Within the training pillar, the Hub offers resources to equip digital innovators to develop and deploy digital health solutions, offering modules, resources, and workshops where learners can create their own bespoke training experiences in digital health. Hub members will be supported by infrastructure that will help to take digital health technology from an idea to reality, upskilling and advancing digital knowledge for staff and students, while also enhancing the Hub's ability to improve physical and mental healthcare for patients.

The work being undertaken by Kings Health Partners with the Digital Health Hub ties in with the London LSIP roadmap actions by both improving access to and knowledge of essential digital skills, as well as addressing skills shortages in the health and social care sector. While the Hub is relatively new, Kings Health Partners are already seeing its positive impact and innovative strides being made within the sectors.

# **LOCAL SKILLS IMPROVEMENT FUND (LSIF) PROJECTS**

## **HARROW, RICHMOND & UXBRIDGE COLLEGE: THE HEALTH, CARE, & LIFE SCIENCES SKILLS WORKFORCE DEVELOPMENT FORUM**

The Health, Care & Life Sciences Workforce Development Forum is a collaborative Forum between health and care education providers, the health care sector, and stakeholders across North West London – and is being developed in support of initiatives driven by the Local Skills Improvement Plan and Fund (LSIP / LSIF).

[Harrow, Richmond and Uxbridge College \(HRUC\)](#) and United College Group (UCG) has funded the Forum, which is being led, facilitated, and hosted as a collaborative project with the North West London Health and Social Care Skills Academy and UCG, with the 4 LSIF West London Colleges (HRUC, UCG, West London College, and West Thames College) hosting agenda activities at each of the Forum events.

Membership of the Forum consists of the 4 LSIF West London Colleges, as well as 4 Education Partners, 7 Health Partners, 12 NHS Partners, 3 Care Partners, as well as Local Authority Representatives from Brent, Ealing, Hounslow, Hillingdon, Harrow, Royal Borough of Kensington and Chelsea, and Westminster. LSIP Sub-Regional Partner West London Business also attends the Forum.

The Forum focuses on the LSIP priority sectors relating to health and life sciences and care, and touches on the 4 key themes of partnership, by creating employer-focused solutions through partnership; inclusivity, by providing inclusive and accessible education and training; aspiration, by promoting aspirational career routes in priority sectors; and careers, training people for careers, not jobs.

In the 2024/25 period, the Forum plans for a minimum of 5 Level 3 Health & Social Care courses across the 4 West London Colleges (inclusive of T-Levels) that are designed to address skills gaps identified by the Forum.

This Forum is an excellent example of how education providers and employers can come together to create courses that address both the skills gaps identified in the LSIP, and employer-skills needs.

## **LONDON SOUTH EAST COLLEGES: USE OF THE LOCAL SKILLS IMPROVEMENT FUND**

[London South East Colleges \(LSEC\)](#) wanted to address the lack of awareness and understanding around green and digital skills, and encourage young people to consider careers in these rapidly expanding industries.

In order to achieve this, LSEC needed to better understand the perceptions and misconceptions that young people across London have about the green and digital industries, and identify any barriers that may be preventing them from considering a career in these sectors. Having this knowledge would allow LSEC to be able to engage more effectively with this key group of stakeholders, allowing them to better tailor their messages and raise awareness of the many exciting opportunities on offer across London.

Together with Newham College, and on behalf of the 23 education partners in LSEC's Local Skills Improvement Fund (LSIF) collaboration, consumer research was commissioned to gather the views of 1,000 16-25 year olds across London on this topic. The key findings from this research found that 59% of Londoners aged 16-25 believed that there is a current shortage in green and digital skills, 32% of whom self-rated their skills as low or non-existent, yet 50% stated they wanted to pursue a career in the green sector, and 76% believed that they would need digital skills for future employment.

Using this new research, LSEC was able to develop an approach to tackling this issue which included broadcasting their findings across multiple London media sources. LSEC was also able to produce a video that focused on the misconceptions around digital skills and the importance of them across all industries.

LSEC has successfully brought attention to the green and digital sectors, reaching over 2 million people via 34 broadcast media outlets. Going forward, this research will continue to be used to inform communications and marketing activity at both LSEC and the LSIF network. Additionally LSEC's Hub partners are planning on repeating this research next year, which will hopefully that their use of LSIF funding in these sectors will lead to increased uptake and awareness within the 16-25 cohort.

## MORLEY COLLEGE LONDON: LSIF COMMUNITY DIGITAL HUB

[Morley College London](#) has actively participated throughout the London LSIP process, and through this saw an opportunity to provide the local community with access to essential digital technology as a means of tackling digital poverty, directly addressing the LSIP's drive for improved digital skills across London.

Morley's primary objective is to establish a physical 'community digital hub' for learners in the area around Stockwell, South West London. The hub is designed to promote and support the improvement of digital literacy and transferable skills amongst disadvantaged groups in the area, and to provide progression opportunities for English Speakers of Other Language (ESOL) students to start a journey in the digital sector. The hub will formally launch on 4<sup>th</sup> July 2024.

Prompted by the LSIP's priorities, Morley College London has repurposed space at its Stockwell Centre, and sourced new digital equipment for use on site. Provision within the space is being developed in collaboration with stakeholders including Mosaic Club House, who work with those who have experience of mental health issues, Jubilee Children's Centre, who enable those with young families to access digital skills, and local South American communities, to support those learning ESOL to obtain basic digital skills.

The digital hub is now ready to launch, with local community members having access to drop-in sessions and new digital classes. The digital hub has so far enabled 58 students to study 'Introduction to IT', 29 students to study 'Digital Skills for Work', and 34 students to study 'ICT for Personal Finances'. Further courses are planned, including an Award in Occupational Studies for the Workplace, Using Basic Spreadsheets for Personal Finance, and Introduction to Digital Photography.



# **TRANSFERABLE SKILLS**

## GENERATION UK: BOOTCAMPS FOR LONDONERS FACING SIGNIFICANT BARRIERS TO EMPLOYMENT

[Generation](#), a UK charity founded in 2019, is trying to bridge the gap between the 1 million unemployed people in the United Kingdom and the 1 million vacancies, specifically those where there is a skills-gap and employers struggle to hire.

Generation's aim is to assist people into life-changing employment opportunities they otherwise could not access. Generation achieves this with a unique methodology of profession-specific skills bootcamp training, focussed on in-demand careers – mainly in the tech sector – with extensive ongoing pastoral support and matchmaking to employer partners.

Generation's bootcamps are 10-12 week full-time, profession-specific programmes that teach the technical, mindset and behavioural skills required to succeed in a role. Learners receive extensive pastoral and ongoing support, and mentoring for the course duration and for up to 6 months after the course completion to aid them into employment. Generation work with employer partners to match-make learners to roles, along with supporting them to apply for vacancies in the open job market. Programmes are taught online and are free of charge, ensuring accessibility for learners.

Professions that Generation delivers bootcamps in include Cloud Practitioner (AWS, Azure, and Google), IT Support with Cyber Security, Data Analytics, Data Engineering, as well as green sector and healthcare programmes.

Since launch in 2019, Generation have helped over 1,300 Londoner's on their journey to employment. Generation have helped diverse beneficiaries facing significant barriers to employment, with around 70% being from an ethnic minority background, 20% having a disability, 45% are from a low socio-economic background and around 70% being young adults (under 30 years old).

Of those who complete Generation's 6-month placement phase 65-70% enter employment. Looking specifically at tech programmes in London, 758 people to date have been placed into life-changing roles, achieving average starting salaries of £28,500.

Generation plans to continue to support over 400 learners in London during 2024. The key phases to their work include selecting programmes in response to significant unmet employer demand, with curriculums designed with employer need at the centre; learner outreach referred from wide channels such as the Department for Work and Pensions (DWP), social media, alumni, and charity partners; selecting learners facing multiple barriers to employment based on motivation, not academic/work experience; remote delivery of a blended curriculum covering key technical skills, mindsets and behaviours; extensive mentorship, pastoral and wrap-around support including 1:1's throughout the bootcamps and for up to 6-months post-programme; and supported placement with active matchmaking to live vacancies with employer partners and support 'self-applying' for open market roles'.

## **GREATER LONDON AUTHORITY AND CAPITAL CITY COLLEGE GROUP: UPDATES ON THE UTILISATION OF THE AEB 10% FLEXIBILITY TO MEET EMPLOYER SKILLS NEEDS**

In the London Local Skills Improvement Plan (LSIP) Report, [the Greater London Authority \(GLA\)](#) and [Capital City College Group \(CCCG\)](#) were featured as a case study showcasing their use of the 10% funding flexibility with the Adult Education Budget (AEB). This flexibility was introduced to allow providers to respond flexibly to the London recovery skills needs in each local area for qualifications that are not found on the [Find a Learning Aim](#) or [DfE List of Qualifications](#).

Since they were last featured, the model for AEB funding is changing. In August 2024 the AEB will become the Adult Skills Fund (ASF), as a result of this change the flexibility will no longer be a standalone offering, but will form part of a provider's Tailored Learning Allocation based on previous delivery. Providers such as CCCG who have used this flexibility in the past will continue to be able to offer this flexible provision, but do so using their Tailored Learning Allocation.

CCCG have recently been utilising this funding for their 01Founders programme, an innovative peer to peer learning programme supporting Londoners to go from being a complete novice to a full stack developer in 2 years. Throughout the programme, 3,264 played the online entrance game indicating an interest in the digital skills sector, 570 attended the 3 week intensive introduction to coding course, and 265 joined the full-time programme. CCCG intend to continue using the ASF to deliver this programme and continue to address employer skills needs through this funding.

The aim of this is to continue to support skills providers to use a proportion of their funding to respond to local employers skills needs and deliver targeted training in response, outside of pre-approved qualifications. This enables the creation of provision, such as the 01Founders programme offered through CCCG, which supports Londoners into jobs and fills local skills gaps in a responsive and timely manner.

## HEATHROW EMPLOYMENT & SKILLS ACADEMY: AN UPDATE ON SKILLS BUILDER'S MASTERCLASSES

[Heathrow Airport](#) values having a diverse workforce with both technical and essential skills, prompting them to work with the [Skills Builder Partnership](#) to provide opportunities for local young people to build the essential skills they need to succeed.

One of the outreach initiatives that came from this, developed by Heathrow Employment and Skills Academy, were the Essential Digital Skills Masterclasses, which are currently delivered to students at Harrow and Uxbridge College, Southall College, and Hammersmith College, to give them the opportunity to reflect on and develop their essential digital skills with professionals from Team Heathrow.

Students were introduced to essential skills, and then given the opportunity to put these skills into practice by interviewing volunteers about their roles at the airport, working through a decision-making scenario from Heathrow Airport, considering Heathrow's sustainability target of becoming a zero-waste airport, and starting to develop a skills-based CV.

Through sharing their different entry routes, qualifications and career stories, volunteers who work at Heathrow were able to raise the aspirations of 236 students in 2023 and 225 so far in 2024, who may not otherwise have seen Heathrow as a prospective employer, and opened them up to the wide range of job roles that are available.