

Skilling London

London business plan for a skills-led recovery



In partnership with

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BANKING GROUP



London First's Skilling London Series, delivered in partnership with Lloyds Banking Group, took place not long before the current COVID-19 crisis took hold. The context then was that London had a thriving economy and dynamic labour market but at the same time, unemployment, including amongst young Londoners, and in-work poverty rates were among the highest anywhere in the country. Businesses struggled to find people who had the skills they needed; indeed, London faced a greater skills shortage than any other region in the UK.

Now, we are in a significantly different environment. The COVID-19 crisis has placed unprecedented pressure on the UK labour market, not to mention the global economy. Overall business demand for workers has plummeted at record rates, although in key sectors like healthcare and food logistics, vacancies have unsurprisingly risen¹. In London, as across the UK, many business sectors have either effectively ceased to operate, like hospitality and non-essential retail, or are operating at reduced capacity, like construction. Workers have been furloughed or made redundant in large numbers, and many others have had to get used to new ways of working remotely. Businesses have paused apprenticeships where they have proved impossible to continue.

While we cannot underestimate the impact of COVID-19, it is clear that this crisis is temporary, and we will adapt to a new normal. Businesses will get up and running and will start to recruit again as we move from lockdown to recovery. However, we will face tremendous challenges getting Londoners back to work, given the scale of displacement and the complexities around moving out of lockdown and into a working world where we expect social distancing rules to be maintained for some time to come. While the size of the available labour pool will be significant, and displaced workers will be eager to return

to employment, overall this won't mean it will be easy for businesses to access the talent they need, given the time, cost and resource required. And importantly, the crisis will not have contributed to closing London's skills gap; arguably it might well have worsened. The Institute of Fiscal Studies refers² to the 'destruction of matching capital', where displaced workers who are unable to return to their old job could lack the right skills to move to a new job in the same or a different sector.

The London skills system will have an important role in helping this process, through training and reskilling displaced workers, and it will need to be fit and ready to act. This makes the findings of our series more important than ever, particularly as they address longstanding challenges in the system such as the lack of transferable and digital skills in school leavers, and the need for a more robust strategy for lifelong learning and reskilling in London and the UK. These issues have never been so critical, or as relevant to recovery and the future success of our capital and our economy.

Business has been working hard to tackle skills challenges and this crisis shows that there is now more to do than ever. The London Employment and Skills Commission set a robust business-led [action plan for London](#) to help address the longstanding challenges and identify how we respond to a changing external context, both in political terms and in response to automation. In addition, the World Economic Forum through its '[Towards a Reskilling Revolution](#)' which Lloyds Banking Group has supported, took a global view of the types of skills needed in an evolving labour market.

London First created the Skilling London series in partnership with Lloyds Banking Group to take this work a step forward and identify practical, tangible solutions to

growing London's skills base, as part of our commitment to Skilling London. During the last quarter of 2019, we brought together business leaders, HR directors and talent leads, university vice chancellors and college principals, charities and not-for-profit educational bodies, policy makers in central, regional and local government, and many others who shared their expertise at a series of workshops and roundtables.

Working with these participants, we identified a set of pragmatic changes that need to be made now and that will help the capital recover, as well as a framework for how this collaboration can continue into the future. This report outlines the findings from our discussions with participants and London First's plans to convert them into action.

There are lessons to be taken from every crisis, but they are not always easy to learn and implement. That's why it is critical for London's businesses, colleges, universities and politicians to pull together now, work on what is needed to close London's skills gap, and reach across London's communities to access a diverse pool of talent necessary to lead London back to growth. Our plan will be integral to this process, and for ensuring we are best placed for the skills-led recovery when it comes.



Jasmine Whitbread
Chief Executive



Ed Thurman
Managing Director, Head of
Global Transaction Banking,
Lloyds Bank Commercial
Banking

Action plan

A framework for collaboration: London First's action plan

Through our Skilling London Series, we have looked at some common themes and identified a set of interlocking actions that builds on the work of the London Employment and Skills Commission. London First will now take this plan forward, galvanising business, education and government to work together, to help to drive change in London's skills performance.

Building the skills London needs to be future-fit

Despite the range of businesses and industries represented from across London, there was a consensus on the skills needed and that not enough attention was being paid to the importance of transferable skills in the new economy.

Action	Detail	Lead
1 Use data to better target digital skills development in London	The London Data Commission will pilot a project to map digital skills deprivation in London using both private and public sector data. The purpose will be to identify communities in London where digital skills ability is low amongst both the young and adult population, with a view to better targeting both public sector skills funding and policy interventions, and business-led programmes. Understanding the impact of COVID-19 and what it might tell us about digital skills levels (for example access to digital tools for home schooling) will be part of this.	<i>Business-led through the London Data Commission</i>
2 Use devolved powers to help establish a London-specific careers strategy and adult retraining scheme	London First calls on the Mayor to prioritise his devolution asks and call for powers and funding to establish (i) an 11-18 and adult careers strategy, starting with the relevant share of the National Careers Service budget; and (ii) a London Adult Retraining Scheme, through the relevant share of the National Retraining Scheme and the new National Skills Fund as well as the Immigration Skills Charge, to support sectors at greater risk of job automation and restrictive immigration policies. The Mayor should learn from good practice in other countries e.g. Singapore's system of learning credits to support reskilling.	<i>The Mayor working with Central Government</i>
3 Increase support from business to help build transferable skills in London schools	London First to support the scaling up of Skills Builder in London so that it becomes the primary route for education and business to help build transferable skills in young Londoners. This programme supports schools to teach transferable skills and supports business to engage with schools and colleges.	<i>Business-led working with Skills Builder, City Hall and allies including Business in the Community (BiTC) and the Fair Education Alliance</i>
4 Turn London into a global centre of expertise for technical and creative skills	Work to help address skills challenges in London's growth sectors, starting with tech and creative, through the London Data Commission and the London First Creative and Cultural Taskforce. Seek to raise the profile of these sectors at Skills London and support them through the Skilling London good practice sharing series (see action 11).	<i>Business-led through the London Data Commission and the London First Creative and Cultural Taskforce</i>

Removing barriers to a reskilling and up-skilling revolution

There was agreement from all participants that there remained significant barriers to building the skills we need in London at the pace that is needed.

Action	Detail	Lead
5 Help to reduce barriers to skills funding by incentivising businesses to increase their investment in developing skills for the future	Introduce incentives e.g. tax credits to support business to deliver training on recognised skills for the future, e.g. data analysis, particularly where the impact of automation and the need for reskilling is significant	<i>Business-led working with government at all levels to scope out possible incentives</i>
6 Actively encourage more London businesses to prioritise and excel at Learning and Development	Encourage business to support the Mayor's Good Work Standard and through this evidence their commitment to the delivery of better-quality lifelong learning in their own organisation, by striving to achieve excellence status under the Standard.	<i>Business-led working with the Mayor</i>
7 Help to reduce barriers to opportunity by extending the reach and impact of Skills London	Extend Skills London, the UK's largest jobs and skills event, into providing year round careers support by enhancing the communications strategy and the existing website to better inform school students, school leavers and parents, including with role model case studies and employer good practice.	<i>Business-led</i>

Action	Detail	Lead
8 Help to reduce barriers to entry by enhancing the recruitment practices of London businesses	<p>Work with allies including BiTC and Skills Builder to explore and promote effective new ways of recruiting e.g. blind CV practice, and using technology to support inclusive remote interviewing, to maximise opportunities for a more diverse talent pipeline.</p>	<p><i>Business-led working with allies including BiTC and Skills Builder</i></p>
9 Increase the visibility of opportunity in London through better profiling of female and BAME role models	<p>Identify more female and BAME role models from across London First membership and our stakeholder networks. Engage them in Skills London through videos and talks aimed at young Londoners and their parents. Encourage them to support the Mayor's London Enterprise Advisor Network, which places business volunteers in London's schools.</p>	<p><i>Business-led working with the Mayor. Lead LF member: Lloyds Banking Group</i></p>

Working Together to Keep London Skilled

Given the scale of the challenge, participants agreed that cross-industry, education and government collaboration would be critical in order to make material progress. In addition, it would be better to start trialling initiatives in London rather than wait for UK-wide solutions.

Action	Detail	Lead
10 Increase share of business voice at the Skills for Londoners Board	Ensure that the Mayor's Skills for Londoners Board is taking an effective employer-led approach to decision making on London skills policy and funding. Review employer representation and share of voice and improve the efficacy of process.	<i>Business-led working with the Mayor</i>
11 Launch virtual Skilling London Good Practice Sharing between London First Members	Formalise good practice sharing between businesses and educators on addressing skills challenges through a series of webinar and physical events plus a new guide in 2020/21.	<i>Business-led</i>
12 Further devolve skills powers and funding to London and other UK cities	London First calls on central Government to give London and other UK cities the tools to meet their skills challenges through a UK skills devolution programme. This would provide London with a unique opportunity to shape its own skills and jobs agenda, informed by input from London businesses and educators.	<i>Central Government</i>
13 Make it easier for London business, educators and policy makers to navigate the London skills governance landscape	Produce an accessible, open source London skills stakeholder map.	<i>Business-led</i>

1 Building the skills London needs to be future-fit

Despite the range of businesses and industries represented from across London there was a **consensus on the skills needed** and that not enough attention was being paid to **the importance of transferable skills** in the new economy.

Whilst UK businesses are getting clearer on the types of skills they will need in the future, pre-COVID-19 62%³ reported a challenge sourcing these skills. This problem is **particularly acute in London where 76%⁴ were struggling to source people with the skills they need, and as a result of COVID-19 we expect skills gaps to worsen**, given the level of worker displacement taking place.

Despite the range of businesses and industries represented at the Skilling London Series there was a great deal of commonality in **the key skills London employers said were in high demand**, and these were similar to and further reinforced the findings of the London Employment and Skills Commission in 2018:

- industry specific skills and technical skills including data analysis; agile and traditional project management; digital literacy, design & development; and advanced technology skills, including AI. The Commission found that 38% of UK businesses felt that job applicants do not have these types of skills.
- participants agreed that **not enough attention was being paid to the increasing importance of transferable skills in the new economy**. Often referred to as employability or soft skills, the Commission found that 26% of UK businesses said

transferable skills were lacking in applicants. This was a particular area of focus for participants from the education sector who, whilst already developing the technical skills required, felt they lack the support from business to develop the transferable skills that have emerged as critical to success as the nature of work changes with the effect of automation, including: emotional intelligence; complex problem solving; creativity; communication; collaboration; leadership and management; and resilience.

Participants recognised that there is a premium on digital skills, particularly against the backdrop of automation. Whilst increasingly jobs require some degree of digital literacy, the pace of technological change means that educators are struggling to keep up with delivering the rapidly evolving digital skills requirements. Participants felt that this has led to significant skills gaps in this area across London.

In his talk, Dr Zachary Walker suggested that participants pay attention to **the emergence of cognitive flexibility** as a key skill for the future, as reflected in his conversations with business leaders. He defined this as the mental agility required to effectively switch between two very different tasks or concepts or to be able to manage them simultaneously.

“As a computer science teacher, we are preparing students with industry standard tech & digital skills. These are the key skills that employers say they are looking for, but the access and opportunities for young people to get into the sector are a minefield. We need to ensure career pathways are clear, visible and inviting for homegrown talent to thrive.”

A significant challenge discussed by participants over the course of the Skilling London Series was the **lack of a common transferable skills taxonomy** and how that made it difficult for employers, employees, educators and students to understand what was really needed, and to ask for it. In his talk, Matthew Taylor pointed to research undertaken by the CIPD⁵ which recognised that numerous attempts had been made over the years to develop a common skills taxonomy but that had only created a confusing and fragmented landscape. Matthew Taylor noted his own [2017 Good Work Commission Report](#) had recommended that the Government should seek to develop a unified framework of transferable skills and encourage stakeholders to use this framework.

Furthermore, participants felt that there was not enough being done at school or post compulsory education to help pupils develop those essential transferable skills that underpin success throughout life. To address the challenge, participants pointed to education organisation **Skills Builder** that has developed a new **Universal Framework** in partnership with school leaders, teachers, employers, Business in the Community and others. The framework provides a common language for essential skills and Skills Builder is seeking to gain recognition and acceptance of this framework, working to create a common approach to teaching these skills. Work will need to be done to ensure it is scaled effectively and to minimise the risk that it becomes just another framework that adds noise to the skills landscape.

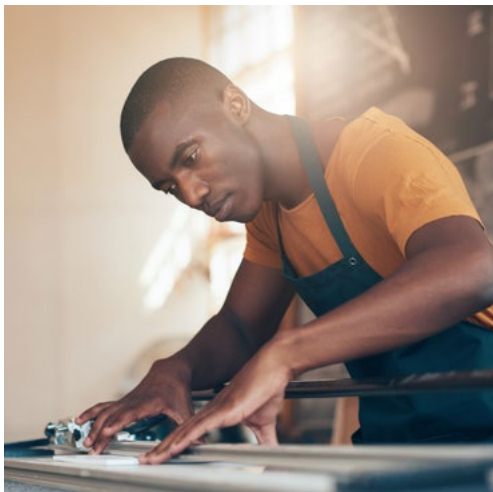
Participating London employers recognised the **need to move towards a more robust workplace culture of life-long learning for employees** as jobs are likely to change more frequently with the impact of automation. However, at the same time there was acknowledgment that we have a long way to go before this becomes a reality. Dr Zachary Walker noted research showing 40%⁶ of employees in the U.S. do not feel comfortable asking for training.

Dr Walker highlighted his research that employers need to embrace life-long learning to keep pace with the changing skills landscape, and should look at how they can improve the quality of training content and delivery to ensure effective employee engagement and performance improvements. In any case, employers would need to offer an ongoing growth and development programme to help attract and retain **future workers from Generation Z** who are more likely than previous generations to expect this, alongside a wider societal purpose, to be a key element of any future job.

To deliver the level of change required to move to a life-long learning culture, Matthew Taylor recommended **we look to best in class examples in Singapore, Switzerland and Shanghai** where collaboration between business, educators and policy makers has helped citizens feel that life-long learning is not only expected but also a right e.g. through the introduction of learning credits.



Building skills – case studies



Skills Builder – Building Transferable Skills in London Schools

The Skills Builder Partnership works to ensure that everyone builds essential transferable skills. The Skills Builder Framework provides a common language and shared way of breaking down essential skills into steps that take an individual from absolute beginner through to mastery. In the last two years, it has been adopted by more than 750 organisations, including large employers, SMEs, and both the private and public sectors. Crucially, it is used in primary and secondary schools, colleges, and special schools too – providing a coherent journey from education into employment.



Jacobs – Supporting skills development in major infrastructure

Jacobs develop and deliver skills strategies for some of the country's largest infrastructure projects and puts into practice the three 'C's': culture, collaboration, and communication. Working with project supply chains, wider industry, not-for-profit organisations and the local community this approach is helping to fill industry skills gaps, inspire young people and meet the skills demands of major programmes like the Thames Tideway Tunnel.

Their work alongside the client and Main Work Contractors, has helped to ensure:

- Over 20 per cent of the workforce is local
- More than 100 apprentices have been recruited, from level 2 trade apprenticeships to degree level
- More than 10 per cent of those accessing new jobs were previously workless
- Hundreds of schools have accessed the project's education programme and STEM ambassadors

2 Removing barriers to a reskilling and up-skilling revolution

There was agreement from all participants that there **remained significant barriers to building the skills we need in London at the pace that is needed.**

One of the biggest barriers for London businesses trying to build the skills they need is **freeing up enough time for employees to learn at work.** This problem has been made more acute where there is pressure to reduce costs and to try and do more with fewer employees, and so as businesses restructure due to COVID-19, it is likely that this issue will be exacerbated. Where capacity can be created, it is often needed for compliance or mandatory training rather than being used to give employees the time to build their skills for the future.

A lack of investment in training by businesses was also cited by participants as a barrier, with capital being spent on more immediate business needs (again, there is a risk that COVID-19 could make matters worse). Whilst understandable, this short termism will only serve to further exacerbate the current skills gap. Without any form of government incentive (e.g. tax breaks for training initiatives) this will be a difficult barrier for businesses to overcome in the current economic climate.

Whilst focus on Apprenticeships has helped to start tackling the gap in industry specific skills and technical skills, participants felt that **the UK's apprenticeship model complicates rather than facilitates employers in taking on more apprentices.** The introduction of the levy has contributed to a dip in the number of apprenticeship starts overall and levy-paying larger employers reported that cumbersome bureaucracy, including rigid supply

chain transfer rules, is preventing them from making the best use of their funding (See section three of this report for how this could be addressed.)

Some of the participating London businesses highlighted reputational issues and public misconceptions as significant barriers to their efforts to attract talent. Specifically, London businesses from both the construction and financial services industries felt they had to do more to both **improve their public image but also make people aware of the breadth of career opportunities available.** Participants felt that businesses need to work better together on sector-led promotional campaigns, but they can be hard to mobilise, and success can be hard to come by.

London is the most ethnically diverse region in the UK (40.2% non-white). Eight out of the ten most ethnically diverse local authorities are in London. 52% of the London population is female⁷. This means it is even more important for London businesses to be better at attracting and recruiting talent from diverse backgrounds, something which continues to be challenging. Participants from the education sector referenced **the need for visible role models in London businesses that reflect the diverse communities, backgrounds, and circumstances of Londoners.**

“Ultimately you can't be what you can't see, meaning that without being able to see people who are like you succeeding in a particular profession or without a spotlight to reveal what opportunities are available, you are less likely to progress.”
Education Leader

Participants from the education sector frequently referenced **out-dated and inherently biased recruitment practices** as an additional barrier to London businesses recruiting the skills they need from universities, further education colleges or direct from school. In his talk, Matthew Taylor highlighted the ongoing challenges presented by CV-based recruitment practices that values qualifications over skills and can result in significant numbers of applicants from more diverse backgrounds being excluded before interview⁸.

Conversely, the education sector said it continues to be **measured and managed based on student exam performance rather than learning goals and skills development**, which inadvertently discourages time being spent developing those unexamined transferable skills that are key to success in the workplace.

Participants saw **the skills and jobs landscape in London as being complex, fragmented and hard to navigate**, resulting in challenges for all those involved. Employers struggle to find education and training partners with which they can design skills provision, and schools and colleges where they can engage a diverse group of students across London. School leavers and adults receive an inconsistent and unclear view of the breadth of career opportunities across London and beyond, given the poor quality of careers advice in London, as the Mayor's [Careers for Londoners Action Plan](#)⁹ also points out.

Support received throughout the school lifecycle seems to be completely reliant on the quality of the school's Career Leader and their network of employers. **A lack of a clear line of sight from education to a career destination** that aligns to job growth, hinders the ability of students to focus their efforts on building the right skills for the future.



This issue is further compounded in London's more socially deprived boroughs where children and adults often lack role models who are in higher paid careers, as research from the Princes Trust¹⁰ confirms. At the same time, despite the number of employers and jobs available, London scores poorly against the national average when it comes to school encounters with business and experience of the workplace, as measured against the Gatsby Benchmarks of Good Career Guidance.¹¹ This **can result in their ambitions, and therefore their desire to build new skills, being limited** if not stopped altogether from an early age.

Participants from the education sector urged businesses to avoid parachuting into schools with quick fix antidotes such as career talks or one-off workshops. All participants

agreed that businesses should instead work with schools over an extended period to make a greater impact. For example, regularly visiting schools and building relationships with school leaders, parents and students; establishing a mentoring programme; working together on social impact projects; or through the provision of work experience opportunities.

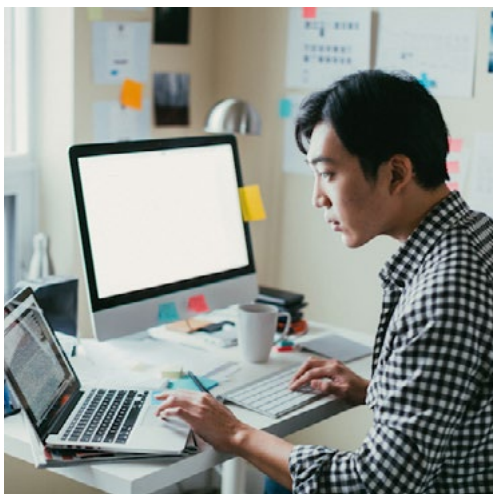
Participants in the Skilling London Series involved in career advice and guidance lamented the **lack of transparency from London businesses about both the skills they need and the corresponding job vacancies**, which they felt made it very difficult for them to match their supply of training and skilled candidates with businesses demand for skills. Business participants accepted they needed to be clearer on their skills needs, both now and in the future.

Removing barriers – case studies



University of East London – Future jobs for all through careers focused education

University of East London (UEL) has been equipping diverse and often disadvantaged graduates for the evolving future of work since the end of the 19th century. In this age of artificial intelligence, it is the uniquely human skills, such as resilience and critical thinking, that will set future graduates apart in the job market. As a result, UEL has placed the development of these skills at the heart of all degrees, counting towards students' final qualification. This is their Professional Fitness & Mental Wealth programme. Of course, this programme does not operate in isolation – it operates hand-in-hand with business, for example through their collaboration with Amazon Web Services (AWS). As a result, UEL graduates, whatever their background, are equipped to thrive in the businesses of tomorrow.



Lloyds Banking Group – Investing in Skills for the Future

Lloyds Banking Group identified 10 key skills that employees would need to build for the future including agile project management, data and analytics and artificial intelligence, alongside more traditional customer service, relationship management and leadership skills. Like many other large organisations, they acknowledged that a lack of time would be a barrier to employees being able to invest in their own development. To help with this, the Group made a public commitment to deliver an additional 4.4 million hours of learning and development over 3 years and set area of their business stretching targets to ensure time was set aside for colleagues to learn and develop. To make it easier for colleagues to build their skills the Group launched 10 new Online Learning Hubs alongside a learning communication campaign involving a network of 800 learning champions, a dedicated social media site, Learning Clubs, and Group-wide 'Skills Talks'. To help embed the new focus on learning the Group also launched a new approach to performance management – Your Best – where managers were encouraged to regularly talk to their direct reports about their development.

3 Working together to keep London skilled

Given the scale of the challenge, participants agreed **that cross-industry, education and government collaboration would be critical** in order to make material progress. In addition, it would be better to start trialling initiatives in London rather than wait for UK-wide solutions.

There was consensus from participants that there **needed to be more regular, proactive dialogue between London businesses, educators and policy-makers** on the types of skills and jobs needed in the new economy to enable a more agile, responsive skills and jobs eco-system.

The benefit of simply sharing experiences and ideas at the Skilling London Series between those participating London businesses and educators resulted in many feeling that the **formalisation and extension of this ‘best practice’ sharing approach** would be helpful.

In his talk, the Deputy Mayor Jules Pipe spoke about the Mayor’s **Skills for Londoners Board**. This oversees City Hall’s skills work and is comprised in the main of London government and education leaders alongside **some business representation**.

The Mayor of London has now taken control of London’s share of the Government’s Adult Education Budget, over £300m annually, and is pressing for further devolution of funding and policy levers on skills and employment to City

Hall and London boroughs, including to support a London Careers Strategy. Any degree of **devolution provides London with a unique opportunity to shape its own skills and jobs agenda**, informed by input from London businesses and educators.

Whilst central orchestration of skills programmes, whether from central or London government, was recognised as important, participants in the Skilling London Series felt that **ongoing support and encouragement from government of direct, smaller scale collaboration between businesses and educators on skills and jobs initiatives across London** was of equal importance. Participants felt that one of the main barriers to this collaboration was not knowing who to engage, a challenge compounded by the complicated London power-sharing landscape. There was consensus that more collaboration would be likely if it were easier to navigate London’s skills system to find and connect to the policymakers, educators and businesses involved in jobs and skills in London.

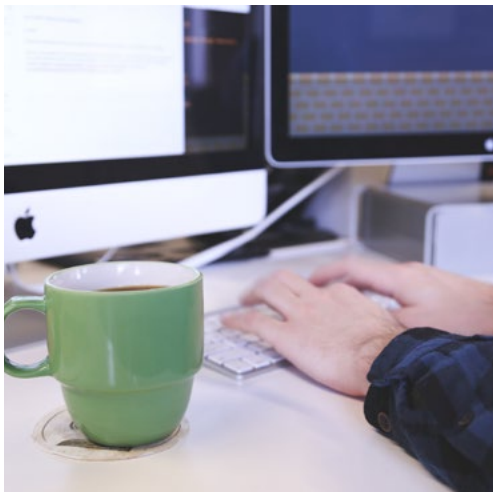
*“There are multiple organisations across business and education fighting for the same thing - quality skills outcomes - and spending money, time and resource to achieve a similar result. **Duplication should be minimised**, and action should be cooperative rather than competitive with, best practice highlighted and shared.”*
Business Leader”

One specific area where participants felt that businesses, educators and policymakers could collaborate to make a difference was on the **evolution of the Apprenticeship Levy**. Although the levy is an important and impactful initiative, practical challenges have hindered its efficacy and it is now in need of a review and a reboot. This is particularly true since the COVID-19 crisis, which has led to much apprenticeship activity stopping. To kickstart this once London and the UK moves into recovery, it will be necessary to make it easier for businesses to use the apprenticeship levy, including the introduction of funding flexibilities such as the ability to use the levy for a fraction of administration and salary costs. The full recommendations for this can be found in London First and the North West Business Leadership Team's report [Shaping the Workforce of Tomorrow](#).

In his talk, Mark Hoban shared his experience of chairing the UK Financial Services Skills Task Force which was commissioned by the Chancellor of the Exchequer in 2017 to address skills gaps in that sector. One of the key findings was that whilst many businesses needed similar skills, they were each going about building them in isolation resulting in multiple versions of what was essentially the same initiative. By bringing together businesses to focus on five key recommendations, the work should not only deliver a greater impact both individually and collectively but also be more commercially viable for all involved. By **collaborating in a similar way, London businesses, educators and policymakers should also be able to accomplish more for less**.



Working together – case studies



BT – Skills for Tomorrow

Having the right skills for the digital world is more important than ever – for children, teachers, parents, businesses, jobseekers and more. BT Skills for Tomorrow is helping people keep in touch with family and friends, access vital public services and stay safe online, and even build a business, with an aim to help 10m people by 2025. To meet the ambitious goal, the programme is working with a wide range of partners, from primary teachers on Barefoot Computing, to the Good Things Foundation to give face-to-face help to digitally excluded people, and Google Digital Garage for small businesses, with more of these free resources available online than ever before, in response to Covid-19.



Middlesex University – a collaborative approach to apprenticeships

Middlesex University played a critical role in the pioneering development of a B2B Sales Professional degree apprenticeship. Unusually, Middlesex along with two other universities and the Association of Professional Sales, sat on the Apprenticeship Trailblazer Group with employers from the outset, to co-create a better Apprenticeship Standard with genuine transformative potential. This was one of the first times that universities had been involved in the full process. The B2B Sales Professional programme Middlesex went on to deliver has already provided return on investment for employers, enhanced career opportunities for apprentices and is informing best practice within HE.

Skilling London Series: event details



The Future of the London Workforce

Dr Zachary Walker, author and international leadership speaker

The purpose of this talk and workshop was to explore the in-demand skills we need London's current and future generation workforce to have as the nature of work changes, and to set a plan for delivering them.



Establishing 'Good Work' Practices

Matthew Taylor, CEO, Royal Society of the Arts

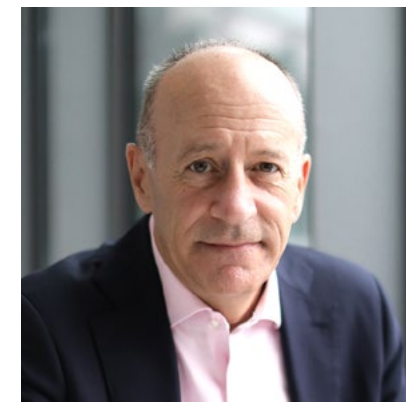
This talk and workshop looked at the barriers to lifelong learning in the workplace workplace and explored solutions for overcoming them, driving a reskilling and upskilling revolution.



Collaboration in Action

Mark Hoban, Chair, Financial Services Skills Taskforce

At this talk, we discussed the approach of the Financial Services Skills Taskforce in leading a system wide response to the skills challenges this sector is facing, as well as the lessons other sectors and London as a whole, could learn from this collaborative approach.



Working Collaboratively to Keep London Skilled

Jules Pipe CBE, London Deputy Mayor for Skills

This talk and workshop set out why collaboration between business, education and government is critical for gripping London's skills challenges, and explored what good collaboration looks like and how we could deliver it.

References and further reading

- [An Employment and Skills Action Plan for London](#), London First Employment and Skills Commission (2018)
- [Towards a Reskilling Revolution](#), World Economic Forum (2019)
- [Good work: The Taylor review of modern working practices](#), (2017)
- [Towards a Universal Framework for Essential Skills](#), Skills Builder Partnership (2019)
- [Shaping the Workforce of Tomorrow](#), London First (2020)
- [Financial Services Skills Taskforce final report](#), City UK, EY, City of London Corporation (2020)

Footnotes

- 1 [Report on Jobs](#), Recruitment & Employment Confederation (May 2020)
- 2 [The challenges for labour market policy during the Covid-19 pandemic](#), Institute for Fiscal Studies (March 2020)
- 3 & 4 [Building the Workforce of the Future](#), London First & Lloyds Banking Group (2018)
- 5 [Attitudes to employability and talent](#), CIPD (2016)
- 6 [Survey of U.S. employees](#), EdX (2019)
- 7 [2011 UK Census](#) – Office for National Statistics.
- 8 EY's introduction of a blind CV policy for all trainee applications led to a 10% increase in the number of recruits from state schools and a 7% increase in the number of recruits who were the first in their family to go to university.
- 9 [Careers for Londoners Action Plan](#), Greater London Authority (2018)
- 10 [Futures at Stake](#), Prince's Trust (2018)
- 11 [Careers and enterprise provision in England secondary schools and colleges: State of the Nation 2018](#) Careers and Enterprise Company, (2018)



Our mission is to make London the best city in the world in which to do business.

London First was set up by business leaders with the belief that by harnessing business assets we can drive positive change. We operate as a business campaigning force, with over 200 members, and are uniquely placed to champion the city:

- We've done it before: back in the 1990s, London's prospects looked bleak. Business leaders came together to lead when others wouldn't;
- We've achieved a lot: over the past three decades, we've campaigned for the creation of the office of London Mayor and Transport for London, for Crossrail, for congestion charging and for expansion at Heathrow; we incubated Teach First and created the UK's largest annual jobs and careers fair for school leavers, Skills London;
- We give London's employers a powerful voice, prioritising the critical interventions needed to keep our capital competitive and connecting with allies to create solutions that help our country succeed as one.

Now, we're stepping up once again. With our members – and the millions of people they employ in the UK – we are pursuing an agenda that will keep London at the forefront of global business, working with and for the whole UK.

You can also find us on Twitter @London_First or at

londonfirst.co.uk

