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London LSIP Case Studies

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INTRODUCTION

This annex contains case studies showcasing the best practice around employment and skills development from across London that businesses, training providers and others including charities and agencies are already doing through its workforce, skills and training programmes. The case studies highlight the outcomes, challenges, and solutions to London's skills shortage that have already been developed and trailed.

These case studies support the actionable priorities set out in the London LSIP, and evidence where employer demand is already being met and Londoners are being engaged well.

The case studies within this annex fall into the following categories which match the LSIP's priority sectors and themes:

- Labour Market Inclusion
- Transferrable Skills, Essential Skills for Employment
- Green
- Digital
- Construction
- Creative
- Health and Social Care
- Hospitality

LABOUR MARKET INCLUSION

EAST LONDON CONNECT: FOREIGN OFFICE MENTORING SCHEME

[East London Connect](#) developed their Foreign Office Mentoring Scheme after a report into the historical lack of diversity from 1914-2018 at the Foreign Office (FO) was published. This report prompted a review of organisational assumptions, recruitment campaigns, and career development opportunities for current and prospective Afro-Caribbean staff.

Following this, East London Connect began consultations with key stakeholders including the FO's Head of Diversity, as well as senior representatives of diversity such as women, people from the Black, Asian and Minority Ethnic community, and those who are disadvantaged in their social mobility. The overall objective is to ensure these groups develop the skills needed to successfully secure senior leadership positions at the Foreign Office.

East London Connect reviewed this information and made recommendations to improve recruitment advertising for Black, Asian and Minority Ethnic staff and shared best practice from other organisations. A reverse mentoring scheme for both senior and experienced diplomats and graduates from Afro-Caribbean backgrounds was then developed to share knowledge and understanding of diversity. East London Connect have also created a series of bespoke career videos focused on helping recent graduates from Black, Asian and Minority Ethnic backgrounds to successfully navigate careers in the civil service, which also provides networking opportunities through a subscription service.

This enabled the Foreign Office to tap into a talent pipeline and inspire the next generation of people of African Caribbean background to apply to and succeed at the Foreign Office. The programme has helped two mentees find permanent roles within the Foreign Office and Home Office so far.

The next steps for this programme include developing an alumni network for previous mentees to share their experiences and network, and plans to launch a separate mentoring scheme for girls from underrepresented backgrounds to engage with and consider careers at the Foreign Office.

NEWHAM COLLEGE: SUPPORTED INTERNSHIPS FOR LABOUR MARKET INCLUSION

[Newham College's](#) supported internship programme gives employers that are committed to increasing the number of disabled employees in their workforce a structured training environment for diverse talent to thrive.

Newham College partners with organisations across the public, private, and voluntary sectors to create supported employment internships for people with special educational needs and disabilities (SEND). They have developed close working relationships with several employers including Newham General Hospital, Asda, LB Newham, and the John Lewis Partnership.

Some of the challenges that this programme has faced include getting adequate levels of funding to ensure appropriate staffing numbers, as well as learner recruitment, as some parents are hesitant to allow a young person to work and the impact this may have. Regrettably, not all of the supported internships lead to guaranteed employment, but with the right structure of support after the course the better prospects are for sustained employment.

Through this programme learners have an excellent experience at their host business and become part of the team while progressing into employment. Some alumni are still in employment 7 years after the end of their course. By participating, employer HR teams are working to make their recruitment and selection process more inclusive with advice from the college team, and learners are able to gain valuable experience in the labour market.

SHAW TRUST AND IXION: SUPPORTING LEARNERS INTO EMPLOYMENT WITH SECTOR-BASED WORK ACADEMIES AND TRAINEESHIPS

[Shaw Trust](#), working through Ixion who are a part of the Trust, wanted to support disadvantaged groups and communities with high unemployment. The aim was to break down barriers to work, challenge stereotypes, and provide learners with special educational needs and disabilities (SEND) opportunities for employment, as well as support for mental health and wellbeing.

These combined aims resulted in Ixion launching the Sector-based Work Academies Programme (SWAP) and Traineeships. These programmes work to create inclusive environments for SEND learners, support women aiming to get into male-dominated fields such as construction, and reskilling local communities on employer-led programmes that support positive outcomes.

Ixion's construction and retail SWAPs with Morgan Sindall and B&M retail stores have seen 75% of their respective cohort's progress into employment. The programme has also supported individual learners with transport and accommodation, resulting in the successful completion of their programme and an offer of an engineering apprenticeship.

The next stage of this programme's development is continuous engagement with a diverse network of employers while continuing to provide innovative and flexible training and recruitment solutions. Through this work, Shaw Trust plans to support those at the start of their career and those looking to progress towards career change, making this accessible to all.

SHAW TRUST: CONNECTING LEARNERS AND EMPLOYERS VIA SKILLS BOOTCAMPS

[Shaw Trust](#) developed their Skills Bootcamps after employers in the construction, health, and social care sectors identified skills shortages and recruitment issues they were experiencing. They sought support from Ixion, a part of Shaw Trust.

Ixion's aim was to make rewarding employment accessible to all, and to develop bespoke training programmes that support people to move into work, reskill, and upskill within their local community. Ixion identify barriers that candidates face, which include long-term unemployment or health and well-being contributing to a lack of confidence, disabilities, and a lack of employability training. They then develop programmes to tackle these barriers.

To address this, Ixion worked closely with a network of employers, participants, learners, and commissioners to develop a training solution that would ensure positive outcomes. Through this, they developed the Skills Bootcamps.

The programmes are a testament to what can be achieved when training providers, commissioners, and employers co-design and deliver programmes. Shaw Trust report that 100% of learners on the Skills Bootcamp in Construction completed the course, with 50% gaining employment and 50% currently in interview stages. The Skills Bootcamp in Health and Social Care has also been successful, with 30% of learners securing employment before their programme had finished.

A key element of these programmes has been accessibility for those with disabilities and health conditions, who typically face more challenges to employment. The programmes are developed with this in mind and connect learners with employers who take a flexible and inclusive approach to recruitment also.

UN_BIASED: A BLUEPRINT FOR CHANGE

Un_Biased is a multi-phased project from [Central District Alliance](#) that aims to address gender-based workplace disparities that were exacerbated during the pandemic. Women make up 52% of the population and are an important part of overall economic growth, and it is important they are given equal opportunity in the workforce. The goal in addressing these disparities is to foster inclusive growth, maximise workforce potential, and contribute to economic recovery.

Key steps in this project included gathering data on women's work-life journey through interviews and surveys, then analysing this data to identify key barriers and opportunities for change. Key stakeholders were then engaged including local employers, employees, and local authorities to develop and implement targeted interventions. Progress is being continually monitored, and adjustments made as necessary.

Central District Alliance report that this initiative is showing promising outcomes for Labour Market Inclusion, and find there is increased awareness and implementation of gender equitable practices among businesses. The programme hasn't been without its challenges, however, with some organisational resistance due to deep-rooted biases. Central District Alliance addresses these issues through open dialogue, education, and sharing best practice.

Expansion of the programme is a key goal for the Central District Alliance, who plan on scaling up the programme to include more businesses and sectors, aiming to foster a broad network of support and drive change.

TRANSFERABLE SKILLS

BRITISH LAND: CONNECTING HACKNEY AND TOWER HAMLETS TO EMPLOYMENT OPPORTUNITIES WITH BROADGATE CONNECT

Broadgate Connect is a partnership between [British Land](#) and [East London Business Alliance](#) that was established in 2012. Its aim is to help residents in Hackney and Tower Hamlets access employment and grow their careers in and around the Broadgate area.

The partnership connects local unemployed and underemployed residents from diverse backgrounds to a wide range of job and training opportunities in the two boroughs. It also enables both British Land and local businesses to access a talent pool in line with their skills needs. An embedded East London Business Alliance project manager is key to their partnership with British Land, and the programme's ongoing success. This project manager is on hand to provide end-to-end recruitment services and support to employers whilst also sourcing, training, and matching talent from diverse groups engaged via their community partners in Tower Hamlets and Hackney.

The focus of the partnership has evolved over the years to diversify the type of jobs and increase the number of businesses involved. It specifically adapted early in the COVID-19 pandemic to take steps to prevent candidates previously placed in jobs from entering unemployment again, helping workers to become resilient for the future. Since 2012, over 500 people have been supported into sustainable work through the partnership, with thousands more supported and trained.

GREATER LONDON AUTHORITY AND CAPITAL CITY COLLEGE GROUP: UTILISING THE AEB 10% FLEXIBILITY TO MEET EMPLOYER SKILLS NEEDS

The [Greater London Authority](#) each year sets out its Adult Education Budget (AEB). This funding is specifically for qualifications listed on [Find a Learning Aim](#), or on the [DfE List of Qualifications Approved for Funding](#). Courses that fit the GLA criteria are known as formula funded allocation. However, to respond flexibly to the London recovery skills needs in each local area, the AEB permits 10% of this funding to go to providing courses that do not traditionally fit this criteria – non-formula funded provisions. This enables providers to respond to local employers skills needs and deliver targeted training in response. This is known as 10% funding flexibility.

Capital College Group is one of the providers who utilise this 10% funding flexibility, using it to work with employers in the local area. This 10% flexibility allows the college to redistribute their internal funding to meet both the needs of learners and employers. By doing this, Capital City College Group can hone-in-on what skills local employers are seeking to develop and grow their businesses. An example of this includes traditional construction courses that are no longer taught in other education establishments. Capital College Group was in touch with an employer who was struggling to recruit because of the lack of this particular course being delivered, working together to deliver this course to meet employer needs using the AEB 10% funding flexibility.

The relationship that is formed as a result of this flexibility is valuable for both learners and employers. Learners benefit from paid employment upon completion of these courses, employers have access to a niche talent pipeline, and the college can build up secure relationships with employers to deliver future courses that align with local needs.

GREATER LONDON AUTHORITY AND WALTHAM FOREST COLLEGE: ESSENTIAL SKILLS TO MEET EMPLOYER SKILLS NEEDS

The Mayor's [London Multiply](#) Programme offers free training to support Londoners aged 19+ get the numeracy confidence and skills they need for life and work, such as managing everyday finances, helping children with their homework, and progressing into further learning and good jobs. The programme also offers the opportunity for Further Education providers to work in partnership with employers to meet local skills needs.

Waltham Forest College, one of the 56 London Multiply providers, is utilising London Multiply funding to address numeracy skills gaps identified by local employers, by incorporating money management qualifications into their employment programmes, such as their healthcare courses and railway engineering sector-based work academy programme. This is supporting learners to develop a base of financial skills, which are useful in a multitude of sectors and in their personal lives.

'Working to the needs of employers is essential in ensuring our learners achieve positive destination outcomes such as progression into employment.'

Waltham Forest College

Alongside working with employers, Waltham Forest College has developed a strong partnership with Jobcentre Plus and the probationary service to support the community who are unemployed or face challenges entering the workforce. By bringing all these organisations together, Waltham Forest College has enabled learners to enter employment who face additional barriers, such as having an offence record.

As a result of this work, over the last 6 months, 141 Londoners have enrolled on London Multiply courses at Waltham Forest College, delivered together with employers. Due to the strong employer relations the college has fostered, they are able to guarantee employment for every learner on the railway management programme, which has led to a 94% successful employment outcome rate.

GREATER LONDON AUTHORITY: INTEGRATING EMPLOYMENT AND SKILLS OPPORTUNITIES FOR LONDONERS

The skills and employment landscape in London is fragmented and confusing for London's employers, residents and providers to navigate. This lack of a joined up, coordinated approach has resulted in missed opportunities to share information, data, opportunities, and best practice within industry. In response to this, the [No Wrong Door](#) programme was developed, and is delivered by [City Hall](#) in partnership with London Councils and Jobcentre Plus.

The programme supports the collaboration and integration between London's employment and skill funders and providers, as well as other public services. It aims to improve access to, and the quality of support Londoners receive. This includes improving the quality of referrals between services, the number of partnerships established, and the visibility of opportunities.

No Wrong Door aims to join-up and streamline services at a subregional level, so that Londoners are connected to the right type of support at the right time to get them into good work. The programme is focussed on supporting disabled Londoners, women, refugees, young Londoners, and older Londoners, all disproportionately affected by the pandemic.

The programme involves 4 new Integration Hubs, delivered by London's sub-regional partnerships. Each hub has taken a unique approach to coordination and partnership, each making a significant impact across their boroughs. This has included setting up a network of employment support practitioners, setting up referral pathways, and partnerships with adult learning providers, employers, etc.

The results of this programme have been positive, with progress fast-paced and partners engaged. One challenge has been that it is difficult to demonstrate immediate impact for Londoners when No Wrong Door is a programme which is focused on long-term system change amongst providers and authorities. However, by taking a qualitative evaluation approach to assess the strategic added value of the programme and modelling long-term impacts for both partners and Londoners, it is demonstrated that the success of short-term interventions will lead to long-term impact.

HEATHROW AIRPORT: ESSENTIAL SKILLS FLY HIGH WITH 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 developed from this was the Essential Skills Masterclass, which was delivered to Harrow and Uxbridge College students to give them the opportunity to reflect on and develop their essential 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 in their airport (communication), working through real-life scenarios from Heathrow Airport (staying positive and problem solving) and considering Heathrow's sustainability goals and setting their own targets (leadership and teamwork).

Through sharing their different entry routes, qualifications and career stories, volunteers who work in Heathrow were able to raise the aspirations of over 200 students who might not otherwise have seen Heathrow as a prospective employer and opened them up to a wide range of job roles.

The delivery of these Masterclasses has been extended to 3 other colleges in West London, enabling more students to be provided with the opportunity to be in direct contact with a local employer and get a feel for the essential skills that can be developed.

LONDON SOUTH EAST COLLEGES: WORKING WITH THE METROPOLITAN POLICE TO PROVIDE ESSENTIAL SKILLS FOR EMPLOYMENT

[London South East Colleges \(LSEC\)](#) has developed a bespoke partnership with the Metropolitan Police to equip potential recruits from diverse backgrounds with the skills they need to progress within their career. This works hand in hand with helping the Met Police achieve their application targets.

This partnership encourages applications from women and people from Black, Asian, and Minority Ethnic groups. Successful applicants participate in a bespoke training programme to equip people with specific skills, knowledge, and behaviours to successfully progress in both their career and the Met Police recruitment process.

The programme focuses on level 2 English upskilling, entry to employment training, fitness and health testing, situation judgement tests, and supports participants in their job applications. Since the programme launched in 2021, over 300 people have taken part, and LSEC have become the lead partner to help the Met achieve its target of 10,000 applications.

Alongside this work, LSEC is now working with the Met's Degree Apprenticeship team to design another bespoke study programme. This will focus on projects, masterclasses, skills competitions, and placement opportunities to drive new talent directly into the Met's application system and develop this essential skills base.

DIGITAL

FUTUREDOTNOW: THE FUTURE OF DIGITAL SKILLS STARTS WITH FUTUREDOTNOW

[FutureDotNow](#) aims to assist millions of people who are without essential digital skills, something that is holding them back in today's workplace both economically and with productivity.

Data from FutureDotNow and Lloyds Bank shows that in London alone, 12% of the workforce are without any basic skills, and 52% don't have all 20 skills deemed essential for work. To tackle this, FutureDotNow empowers industry leaders to take action and drive change, cutting across all industry sectors to close this gap.

FutureDotNow uses a model with three key pillars to achieve this.

1. Creating the impetus for change – Demonstrating the scale and impact of this skills gap to highlight the opportunities closing it would offer.
2. Helping make it happen – Helping members develop and share best practice, enabling working age adults to thrive in an increasingly digital world.
3. Building a movement – Bringing together organisations who want to accelerate digital capability in their employees, customers and the wider community in a space where they can share their knowledge and experience for others to learn from.

In the four years since launch, FutureDotNow has built a coalition of more than 200 members, including board organisations and industry leaders such as Barclays, Deloitte, Nationwide, Thames Water and Marks & Spencer. This has enabled FutureDotNow to be the UK's expert in and advocate for improving the digital confidence and capability of the UK labour force.

NEWHAM COLLEGE: PROVIDING E-BUSINESS SUPPORT FOR SMES

The e-Business Support programme is a digital skills and support service available to all Small and Medium-sized Enterprises (SMEs) based in Barking and Dagenham and Havering and Newham, delivered by [Newham College](#) and funded by Local London.

The aim of the project is to support SMEs within these boroughs to develop their skills, knowledge, and confidence within the digital business space. It offers solutions across a range of abilities, from basic Microsoft Office skills to website management systems and CRM software.

Newham College engages with employers through digital promotions, attendance at networking events, and visiting businesses at their premises, cold calling, and leveraging existing employer relationships. Many employers are short on time and resources, and so to combat this Newham College is flexible in their approach, in turn building mutually beneficial relationships with employers on the programme.

The programme is on track to support 600 businesses over a 3-year period, across a range of sectors such as interior design, healthcare, and retail. The workshops Newham College provides help employers become more digitally competent in their businesses and develop different digital skills.

VORBOSS: LAYING NETWORK FOUNDATIONS FOR FUTURE TALENT

[Vorboss'](#) Foundations Programme has forged a formidable workforce of 200+ skilled installation technicians, dedicated to laying their business fibre network across London.

With end-to-end ownership of their network, Vorboss recognised the need for an in-house team of technicians to expertly manage every aspect. Collaborating closely with the Institute of Telecommunications Professionals, they tapped into diverse talent pools, welcoming newcomers to the telecoms industry. Their training centre emerged as a hub for teaching sub-duct laying, fibre blowing, and splicing.

Through strategic partnerships with Openreach, Smart Awards, and EUSR, Vorboss technicians not only gain qualifications and experience but also develop a robust professional network. Vorboss' training academy oversees participants' growth from start to finish, ensuring exceptional skills development.

Since its establishment in February 2021, the Vorboss Foundations Programme has ushered over 200 technicians into the industry, effectively bridging skills gaps and upholding the highest service standards.

This success has propelled Vorboss to the forefront of fibre connectivity, expanding their customer base and cementing their position as the market leader.

GREEN

SOLAR SKILLS BOOTCAMP: AN INTRODUCTION TO THE SOLAR ENERGY INDUSTRY

The UK Solar Industry is experiencing a period of massive growth, as we switch to a clean energy economy. The industry is expecting to create 60,000 jobs in London during the next decade. To meet the skills gaps emerging with these rapid developments, [South Thames College Group](#) collaborated with Solar Energy UK, the Microgeneration Certification Scheme and Open College Network London to create an Introduction to Solar Technology course (2 weeks) and a Solar skills Bootcamp (120 hours over 6 weeks).

The aim of these courses is to enable adults to upskill and gain a basic understanding of solar technology skills so they can enter the Solar Technology Industry and/or a Level 2 or 3 apprenticeship in a related subject. These courses are funded by the Strategic Development Fund (SDF), which was used to support the development, collaboration, writing and marketing of Solar Energy Packages.

To develop these courses, employers were brought together by Solar Energy UK and developed a template of the key skills gaps, designing courses to fill these needs. The main challenge with developing this programme was finding skilled and knowledgeable tutors to deliver the course content, and employers to offer interviews with the learners who completed the course.

The collaborative approach and an appealing marketing campaign brought around 244 expressions of interest from applicants. In February 2023, the first 6-week Bootcamp ran for 10 learners. All participants completed the course and undertook employer interviews at the end, they are presently awaiting the outcome of these interviews.

There is a plan to roll the course out nationally and run a second cohort in June 2023.

THE CROWN ESTATE: CORPORATE RESPONSIBILITY AND SUSTAINABILITY APPRENTICESHIPS

Sustainability is at the heart of [The Crown Estate's](#) ethos, and they were keen to be one of the first businesses in the UK to promote the Corporate Responsibility and Sustainability (CRS) L4 apprenticeship as part of the green skills transition. Entry routes and career pathways into the sustainability industry are limited, and the CRS L4 apprenticeship is a perfect balance between environmental and social sustainability for people looking to enter the industry.

Hiring an apprentice within the team demonstrated to other areas of The Crown Estate the value that apprentices can add to the business, especially as this is an apprenticeship that focuses specifically on sustainability and green skills. This was also a great way to demonstrate how the CRS L4 apprenticeship attracted a talent pool of individuals from diverse backgrounds, that typically wouldn't find themselves applying for a role at The Crown Estate.

Apprentices on this programme focus on both environmental and social sustainability, which has been useful in terms of identifying opportunities to join up both environmental and social impact. A second year apprentice at the Crown Estate participating in the 2 year (23 month) programme reports through this programme they are taking more of a lead, looking at partnerships that will help The Crown Estate deliver greater impact. They have worked on GRESB (Global Real Estate Sustainability Benchmark), which has allowed them to explore and report on The Crown Estate's environmental, social, and governance performance across their major portfolio pieces – Regent Street, St James's and Regional. It is an excellent way to understand what sustainability related work is being conducted, and to also learn how to complete sustainability reporting accurately. GRESB has required them to manage a range of tasks and people at the same time, whilst also taking accountability and lead where it has been necessary. All factors combined have deepened their understanding of what is required of someone who wants to work in the field of sustainability. There is currently one apprentice on this programme at The Crown Estate, and their team ensure they are fully supported while undertaking this apprenticeship.

By participating in this programme, both employers and apprentices benefit. Apprentices gain expert knowledge and experience through supported on the job learning, and employers benefit from access to an experienced talent pool who bring alternative perspectives to the table based on their lived experiences. By participating in this programme, apprentices are given an excellent opportunity to learn key green and transferrable skills, boosting their job prospects in the sector which otherwise may not have been accessible to them.

CREATIVE

BIG CREATIVE ACADEMY: CONNECTING LEARNERS WITH OPPORTUNITY VIA EMPLOYER RESIDENCIES

In order to encourage industry and education to come together, [Big Creative Academy](#) launched a residency programme for employers to work within the college. This programme gives students context to their education, while employers have access to both a space to work in and a diverse talent pool.

Residencies offer students the opportunity to have day-to-day interactions with employers, who can exchange ideas and information with one another and add rich dialogue to their education. Many young entrepreneurs utilise this programme, as it offers a space for them to start their businesses, and in turn students are exposed to positive role models and industry professionals. Involvement in the programme offers them inspiration for what is possible and highlights the potential they have.

Conditions for access to the workspace are in place to ensure students are getting quality information and influence from those who occupy it. For example, they must understand the barriers students and young people are trying to overcome, be proactive in providing industry briefs for students, and work experience opportunities – all while adhering to safeguarding requirements and college policies.

The programme has enabled students to get experience working at London Fashion Week, sit in on key masterclasses with experienced individuals, and develop their portfolios. One student has utilised the programme to gain a place at Central St Martins, and also boost their modelling career prospects, having walked for Gucci and appeared in Vogue Magazine. The collaboration allows students access to experiences they would not ordinarily have.

Going forward, Big Creative Academy aims to expand their programme to more subject areas, fostering more positive influence for students, expand their business knowledge, and further inspiration.

BIG CREATIVE ACADEMY: PROVIDING INNOVATIVE CAREERS SUPPORT FOR THE CREATIVE SECTOR

Café Works was born out of a need to provide continuing careers support for students after they finish their course at [Big Creative Academy](#). Café Works is an advice and matching service for connecting those in the creative sector with opportunities, it is open to members of the public, as well as current and previous students of the Academy.

The space provided with Café Works is a public advice and guidance centre with a street front presence, working as a drop-in service that also accepts appointments. Due to its college base, it provides a direct link between employers and educators, and promotes the understanding that education landscapes can help support businesses.

Big Creative Academy and Café Works is situated within a new creative enterprise zone (CEZ) in Walthamstow. There are 550 businesses within the CEZ, and promotion is currently underway for Café Works support services to employer neighbourhoods.

Café Works has become a hub of opportunity for those who choose to utilise the service. It has matched unique degrees with unique businesses, such as a pattern cutting business with someone undertaking a pattern cutting degree. Café Works has also helped amateur artists seeking to develop into professional artists, drama students deciding on a career path, and matched former media students with studios seeking new talent.

The system offers a range of opportunities, not just employment, offering support for those seeking creative education pathways also. Café Works introduces people to support groups, helps them find funding, residencies and exhibitions, and offers advice on how to price their services and art. This is essential within the creative sector, where networking and understanding business is vital to employability within organisations, self-employment and freelancing also. These skills need to be included in creative courses, and so by creating a continuous careers support service aimed at the creative industries, continuous growth and development is encouraged.

FILM LONDON AND PARTNERS: INSPIRING LONDONERS THROUGH THE CREATIVE SKILLS ACADEMY

The Creative Skills Academy, which is being delivered by the Capital City College Group, [Film London](#), London Higher and Middlesex University is one of the Mayor of London's Skills Academies. Its aim is to address both the skills shortage in the screen sector and the lack of diversity at all levels of the workforce.

During the last five years, 58% of film productions have used locations in London and the south east and these have accounted for 70% of the film production spend in the UK. However, the diverse population of London is not reflected in the screen industries workforce. The Creative Skills Academy is forging an effective pipeline of education, training and support in order to empower Londoners, especially those from underrepresented groups, to access jobs in key areas of the screen industries (film, TV, animation, visual effects and games). In doing this, it is also increasing the availability of appropriately skilled workers which are urgently needed by employers in the sector.

The Academy programme is equipping the target groups with employability, personal and relevant technical and/or creative skills and competencies. This includes co-designing and co-delivering a range of long and short courses which focus on both above and below-the-line roles in the screen industries, in partnership with employers and, trade bodies. The Academy partners are also raising awareness of realistic entry points and potential career pathways within the screen sector and of the opportunity to use transferable skills in areas such as construction and accountancy.

Film London was recently awarded a £2.2 million National Lottery grant from the British Film Institute (BFI) to deliver the Metro London Skills Cluster in partnership with the National Film and Television School (NFTS). The Skills Cluster also includes the **Association of Colleges (AoC)** and **London Higher**, the **Capital City College Group (CCCG)** and **Middlesex University** as core partners. Collectively, the Cluster partners will work closely with industry to deliver an integrated programme of activities across London and the three of the Gateway counties: Hertfordshire, Buckinghamshire and Surrey. This will build on the partners' achievements and experience through the Creative Skills Academy.

FILM LONDON: SUPPORTING CAREER PROGRESSION FOR DIVERSE PROFESSIONALS IN THE SCREEN SECTOR

In 2018 [Film London](#), the capital's screen agency, established the Equal Access Network (EAN). This provides a route into screen industries employment for groups who are currently underrepresented.

In the same year, the EAN launched Breaking the Glass Ceiling (BTGC), a leadership programme which aims to prepare ethnically diverse mid-career professionals for senior roles within the Film/TV industry.

This programme addresses very important concerns for the sector: a profile which does not represent the national or regional population, as well as a lack of progression and a pay gap for underrepresented groups. It also identifies and introduces role models for diverse professionals working in the industry.

The BTGC programme consists of five full-day training sessions over a period of five months, after which participants are assigned a senior industry mentor to support them with their career development. Participants are then asked to mentor a member of Film London's Equal Access Network who is just starting out in their career: this in turn further contributes to the development and retention of diverse talent at different levels of the screen industries. To be eligible for the BTGC programme, applicants must have five years' industry experience, a strong interest in self-development and a commitment to becoming inclusive and empathetic leaders.

A total of 20 diverse, mid-career professionals participated in Breaking the Glass Ceiling in 2019 and 2021, 80% of whom have progressed to more senior roles. Participants have included for example, the Director of UK Film for a major streamer, the founder of a small production company, and the Arts and Culture Communications Officer for a London Borough Council. The programme will continue in 2023 with 12 participants and a new cohort of senior industry mentors.

CONSTRUCTION

CONSTRUCTION YOUTH TRUST: BUILDING OPPORTUNITIES FOR DISADVANTAGED YOUNG LONDONERS

The Building Opportunities programme, one of [Construction Youth Trust's](#) (CYT) programmes, introduces young people to employers and gives them a chance to try different trades through practical taster sessions. This enables young people to find a specific vocation within the construction sector that they are passionate about.

This programme developed with the aim to get young people into the construction industry in sustained employment and supports young people from less advantaged backgrounds who are not in employment, education, or training in finding this. In 2022, 58% of the young people supported by the Building Opportunities programme were from a Black, Asian and Minority Ethnic background, a group that is typically underrepresented within the construction sector. In the same year, 60 young people from the programme progressed into employment, education, or training.

CYT views employer engagement as key to success with the Building Opportunities programme. By engaging, employers can meet their social value targets and also tap into a diverse talent pool, building a pipeline of local young people who are keen to be involved in the sector.

To ensure the ongoing success of the programme, CYT have established a series of youth forums comprising previous participants in the programme to understand how the programme can be improved. The feedback from these forums was that meeting with employers and participating in work experience were some of the most important factors for participants in securing employment. As a result, CYT have reworked their structure to include these two touchpoints as key aspects of the programme.

HEALTH AND SOCIAL CARE

NEWHAM COLLEGE: PROVIDING HEALTHY JOB PROSPECTS WITH BARTS HEALTH FUTURES

Barts Health Futures is a joint endeavour from [Barts Health NHS Trust](#) and [Newham College](#), with GLA match funding also. The Barts Health Futures is a skills hub within Newham College's Stratford Campus, and helps local people secure employment in the NHS, as well as upskilling those already employed in the NHS.

Newham College runs various healthcare related training programmes, including apprenticeships, T-Levels, and vocational training to support local people interested in health and social care careers. These are all aimed at supporting NHS needs, with Barts staff providing on-site specialist training.

The programme benefits Barts, as it allows them to reduce its dependency on agency support and deepen its community roots to build a stable and loyal workforce. To successfully engage learners in the course, Newham offers customised, flexible training around NHS shift patterns to allow learners to develop their skills and progress in their careers simultaneously.

Barts NHS Trust is the largest employer in East London, and along with Newham College has a desire to see local people thrive in the local economy. The collaboration allows students to benefit from 'dual-professional' expert teaching, rich work experience, linking theory and practice, learn in a real work environment, and direct access to job opportunities.

Through this programme, Barts Health Futures has more than doubled the number of students studying Health and Social Care qualifications and pathways. Newham College now delivers vocational healthcare training to around 1,000 students a year, with up to 40% developing careers in healthcare and the balance continuing their studies. Newham also offers short courses for long-term unemployed Londoners that guarantee interviews for real jobs identified as suffering from persistent skills and labour-based shortages.

Barts Health Futures is expanding its offer of co-designed, modern, relevant training to local businesses and citizens. Examples include an innovative new 'vaccinator to health care assistant' training programme, and bespoke training from new employers such as the London Ambulance Service.

SOUTHWARK COLLEGE AND GUY'S AND ST THOMAS' NHS FOUNDATION TRUST: SECTOR-BASED WORK ACADEMY PROGRAMME FOR HEALTH AND SOCIAL CARE

[Southwark College](#) partnered with [Guy's and St Thomas' NHS Foundation Trust](#) to deliver a programme aimed at upskilling existing employees, and filling roles within the Trust by introducing potential employment opportunities to Southwark locals. This resulted in the Health and Social Care Sector-based Work Academy Programme (SWAP).

The programme teaches NHS values, social care, employability, customer service and digital skills modules, and is designed to upskill residents to fulfil the Trust's entry-level staffing requirements. Upon successful completion of the programme, participants are guaranteed an interview.

During the programme, it became clear that many learners had a lack of digital skills, as well as an increase in learners who were neurodiverse. In response to this, Southwark College included a digital skills development module, and embedded additional one-to-one support for neurodiverse learners.

Southwark College highlighted the success of one learner, who on completion of the programme was offered a fixed-term contract with the Trust. This then evolved to a new role as a project manager. This learner had been looking for work for quite some time, and was experiencing personal barriers to applying for jobs – wondering if his age was a decisive factor in employment. The programme offered a route for them to upskill and achieve more than he originally expected, overcoming the barriers he had been facing before enrolling.

So far, Southwark College have enrolled 88 Southwark residents in the programme, from the 2022-2023 cohort 95.5% have completed the programme and progressed to interview stage with the Trust. Going forward, the plan is to review the course content to include medical terminology and safeguarding modules, ensuring health and social care skills are well rounded. Southwark College have also identified a growing interest in the programme from speakers of other languages, and are proposing the introduction of an English for Speakers of Other Languages (ESOL) for Health and Social Care course.

HOSPITALITY

MAYOR'S SKILLS ACADEMIES: SUPPORTING HOSPITALITY AND DIGITAL BUSINESSES UPSKILL LONDONERS

Support from [Central District Alliance](#) (CDA) for the Mayor's Skills Academies came after witnessing the pandemic-induced unemployment, skills gaps, and underrepresentation of women in the workplace along with the impact of this on London's long-term economic growth and recovery.

CDA implemented a multi-phase approach to support and facilitate the Mayor's Skills Academies, focusing on Digital and Hospitality roles through Skills Hubs. They collaborated with large employers who hosted weekly work experience placements in different areas of their businesses, and facilitated work initiatives such as work trials and apprenticeships. CDA also worked with a charity partner to deliver bespoke interventions for women, mainly returners to the labour market following the pandemic. These interventions improved retention and progression for underrepresented groups in their workforce.

Through the Mayor's Skills Academies, CDA report increased enrolment of disadvantaged and under represented groups, delivering sustainable job outcomes. To date, 811 Londoners have enrolled onto new Digital and Hospitality training and education courses through the Mayors Skills Programme. Capital City College Group, as CDA's training partner, reports 5,147 Londoners have participated in training. From this, they have developed 40 new courses, including coding for women, digital marketing, cybersecurity, data analytics, patisserie & confectionary, food sustainability, and a chefs in schools food programme.

Their next steps will involve recruiting more employers and engaging more stakeholders in the work they do. There are also plans to involve the Department for Work & Pensions in the programme to further drive economic growth and social inclusion as a result of these Skills Hubs.