

LSIP PAN-LONDON STAKEHOLDER ENGAGEMENT SUMMARY

BUSINESS LDN

In partnership with



OVERVIEW OF STAKEHOLDER ENGAGEMENT EVIDENCE BASE

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The **purpose of this stakeholder engagement document** is to provide a critical analysis and summary of the key themes and priorities that emerged from both the qualitative and quantitative research on employer skills needs and local system issues, undertaken as part of the production of the LSIP.

This summary is based on the following qualitative and quantitative stakeholder engagement:

- A survey conducted by Survation of 1,016 Business Leaders and HR managers in London;
- 13 events conducted at pan-London level (five Phase One and eight Phase Two), speaking to a wide range of employers, providers and third sector organisations (249 unique attendees);
- Interviews with experts and feedback from presentations to several Groups and Boards.

The insights within this document are based upon a thematic analysis of the above material conducted by WPI Economics. The document outlines those themes that most clearly speak to recruitment difficulties and skills gaps priorities and highlights some of the principal and reoccurring examples.

SUMMARY OF THE STRATEGIC PRIORITIES

The LSIP's priorities closely align to the skills needs identified by the Mayor. The priority sectors were identified as part of the London Recovery Programme's Helping Londoners into Good Work mission. The sectors identified:

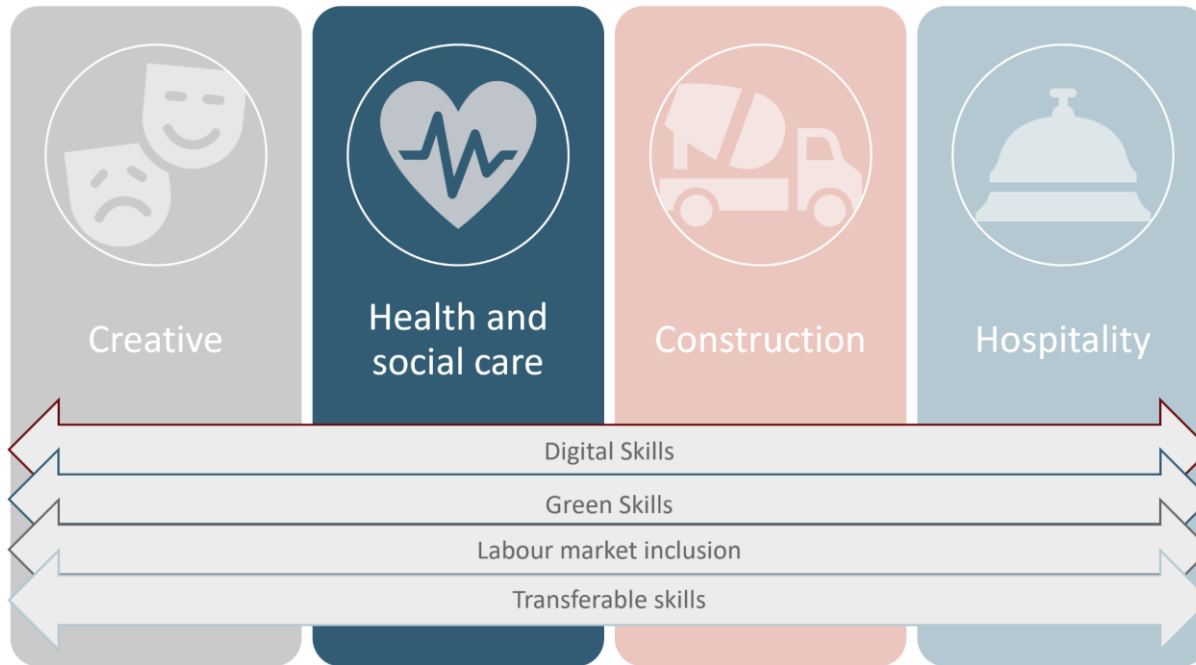
- Had a substantial and / or growing number of vacancies, with employers reporting acute skills challenges that were inhibiting their recovery and growth;
- Had identified skills needs at Level 3 and below (therefore corresponding to Adult Education Budget provision);
- Had potential to improve diversity and representation – both for those who were disproportionately affected by the pandemic and faced pre-existing barriers to learning and work.

The four sectors identified were: Construction, Creative, Health and Social Care, and Hospitality.

In addition to these, the LSIP identified four cross cutting themes, again aligned to the priorities identified by the Mayor, as well as the findings from Business LDN's Skills Commission: these were digital skills, green skills, transferable skills, and labour market inclusion.

THE STRUCTURE OF THIS PRESENTATION

For the purpose of this document, the analysis and summary have been organised around the LSIP's strategic priorities: four key sectors and four cross-cutting themes.



SUMMARY OF ISSUES ARISING ACROSS SECTORS

Across all the different sessions, significant shortages across all sectors and within the cross-cutting themes were identified.

Staff recruitment and retention in FE emerged as a big issue in developing the supply side in response to skills gaps.

While provision to fill some of the skills gaps identified does already exist, it needs to be better mapped geographically and more explicitly joined up with employers to help it meet demand.

A lack of understanding of the breadth of roles available in different sectors for new entrants is a key recurring theme. There is also an issue around collectively communicating this to boost recruitment and learning pipelines.

The inflexibility of the apprenticeship levy was identified as a barrier to enabling more targeted investment in training, as well as greater employer/provider collaboration.

CROSS-SECTOR SURVEY FINDINGS

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HEADLINES FROM SURVATION SURVEY (1)

On behalf of BusinessLDN, Survation surveyed 1,016 business leaders and HR managers in London from 6th-16th December 2022. The survey found:

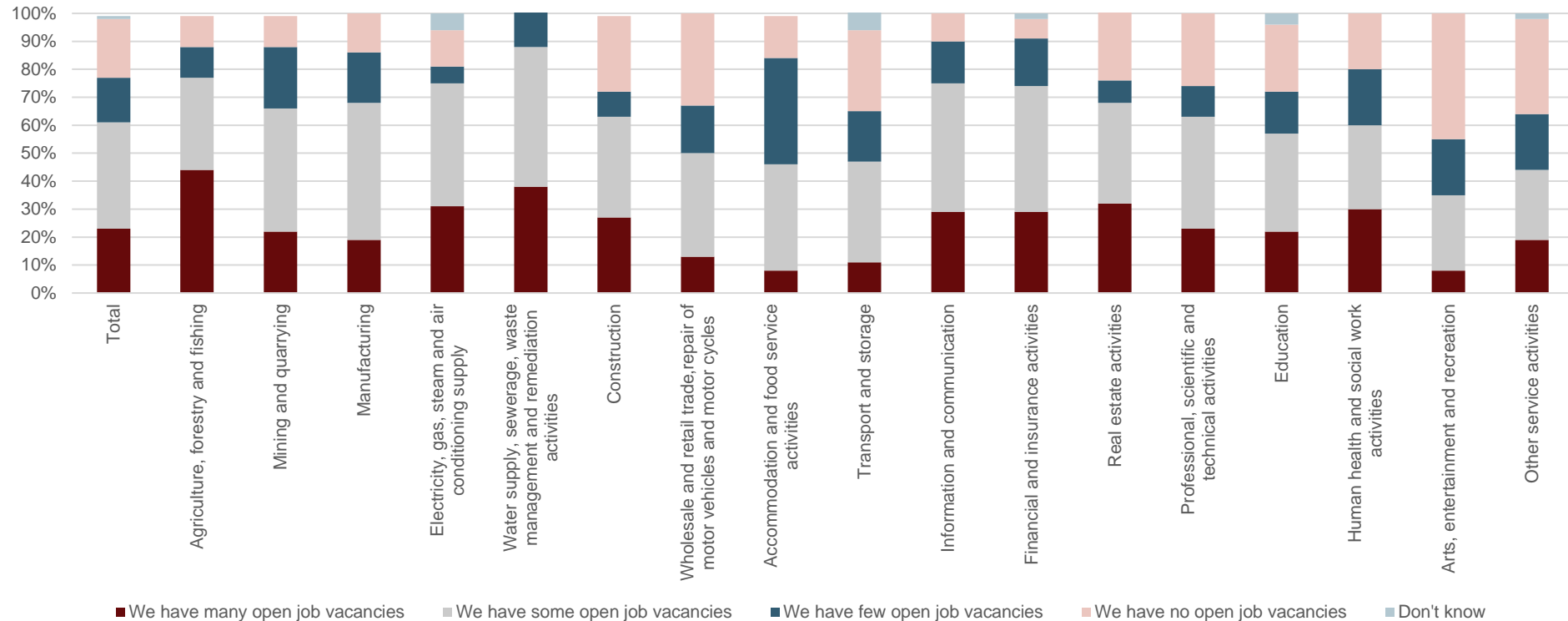
- Three-quarters of firms (77%) are reporting open vacancies and of those two-thirds (65%) are struggling to fill them.
- Reported vacancies span all types of roles, with specialist, skilled and managerial jobs the toughest to recruit.
- Skills most in demand in the survey are sector-specific technical skills, transferable skills, such as negotiation, and basic digital skills, with the latter expected to be most prized in the future.
- Firms are reporting they are finding it hard to recruit at all skills levels: almost half report challenges finding highly skilled specialists (49%), followed by technical and skilled support roles (43%), managers (35%), skilled trades (30%) and sales and customer service roles (26%).

HEADLINES FROM SURVATION SURVEY (2)

- The most reported challenge to recruitment is a low number of suitable applicants with the required skills, cited as a problem by 57% of firms.
- While two-thirds of firms (66%) say their existing workforce has the right skills and capabilities to meet their business's needs, the remainder report gaps.
- In the next two to five years, digital skills are expected to be most in demand, with more than half of respondents (56%) reporting a need for advanced and a third for basic digital skills (33%).
- Sector-specific technical skills (49%), cross-cutting transferable skills, such as negotiation and resilience (31%), basic maths (29%) English (23%) and green skills (23%) are also identified as needed skillsets.

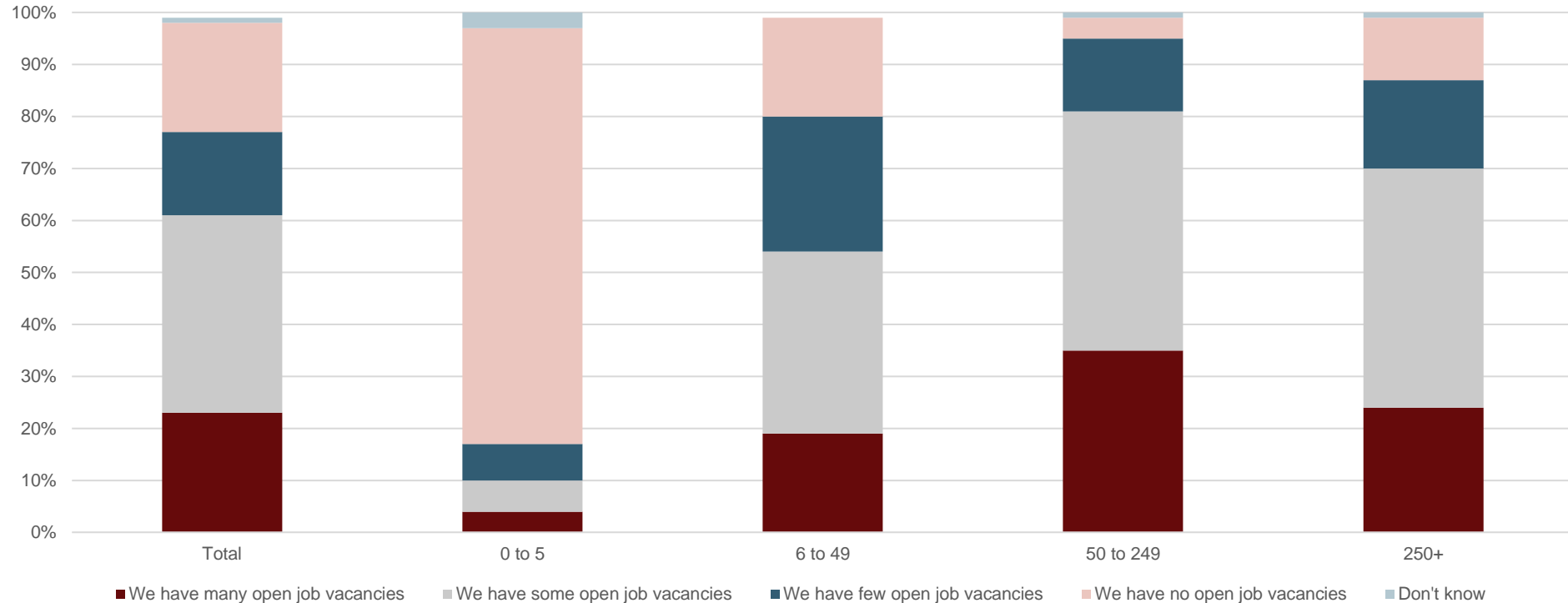
Most survey respondents have at least some job openings across industries. Amongst the LSIP priority sectors, over 60% of construction and health and social care respondents had at least some open job vacancies – with the hospitality and creative sectors both having below 50% open job vacancies. This may be connected to larger companies facing the most acute challenges with vacancies (see p. 10). Sector categories with significantly higher than average open job postings were agriculture, electricity supply, water supply, ICT and finance & insurance.

Q1. Which of the following most applies to your business currently? (Responses by sector)



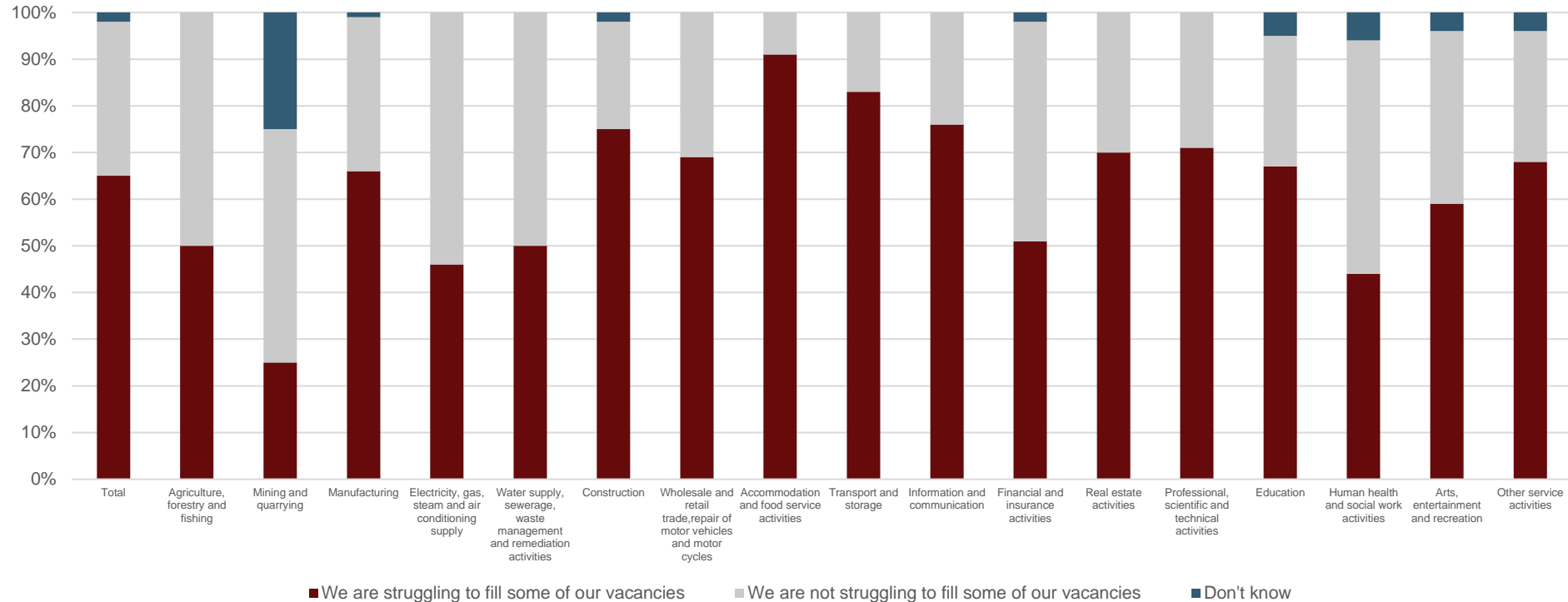
Most of the open job vacancies were within medium and large companies. The smallest companies had very limited open job postings, with 80% stating that they had no open job vacancies.

Q1. Which of the following most applies to your business currently? (Responses by size of company)



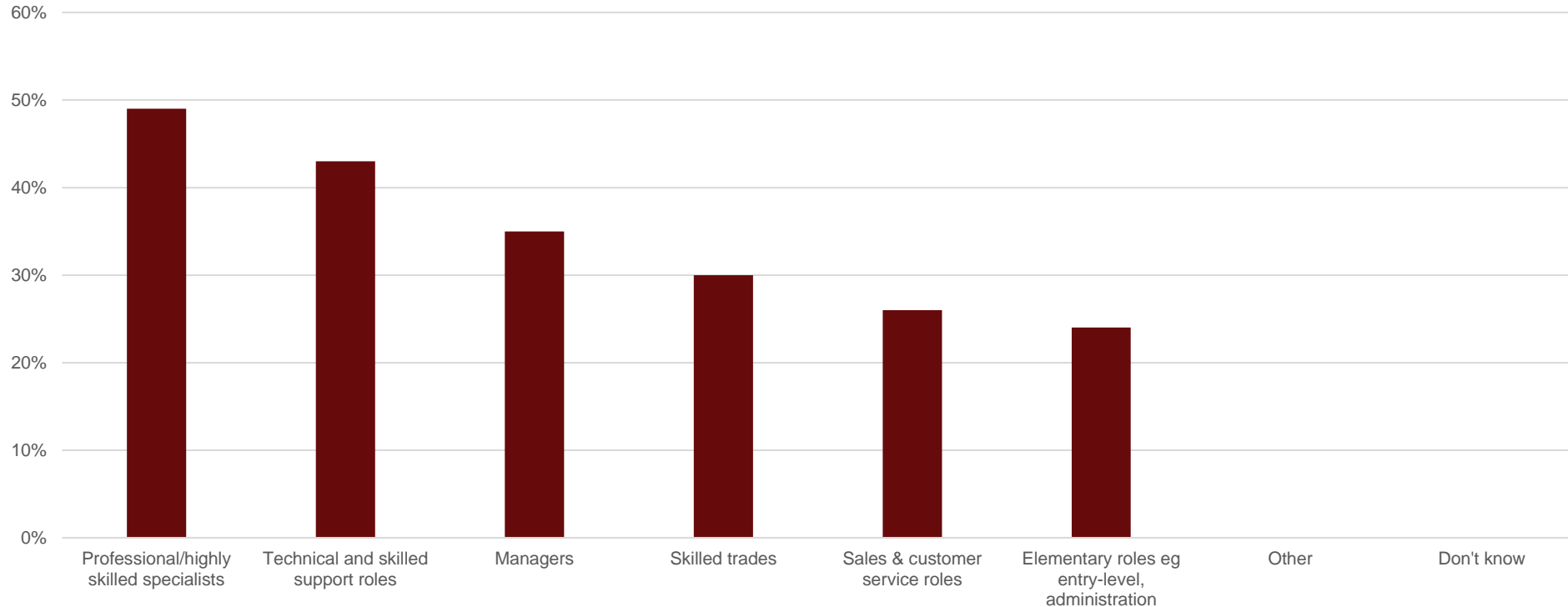
Of those companies who had open job postings, 65% said that they were struggling to fill them. Across most sectors, at least 50% of respondents were struggling to fill open vacancies. Hospitality, Transport and Storage, Construction and ICT all had more than 70% of respondents with open job postings stating difficulties filling vacancies – with a huge 91% of respondents in the Hospitality sector reporting difficulties.

Q2. Which of the following is closest to your view? (Split by sector for those who stated they had open job postings)



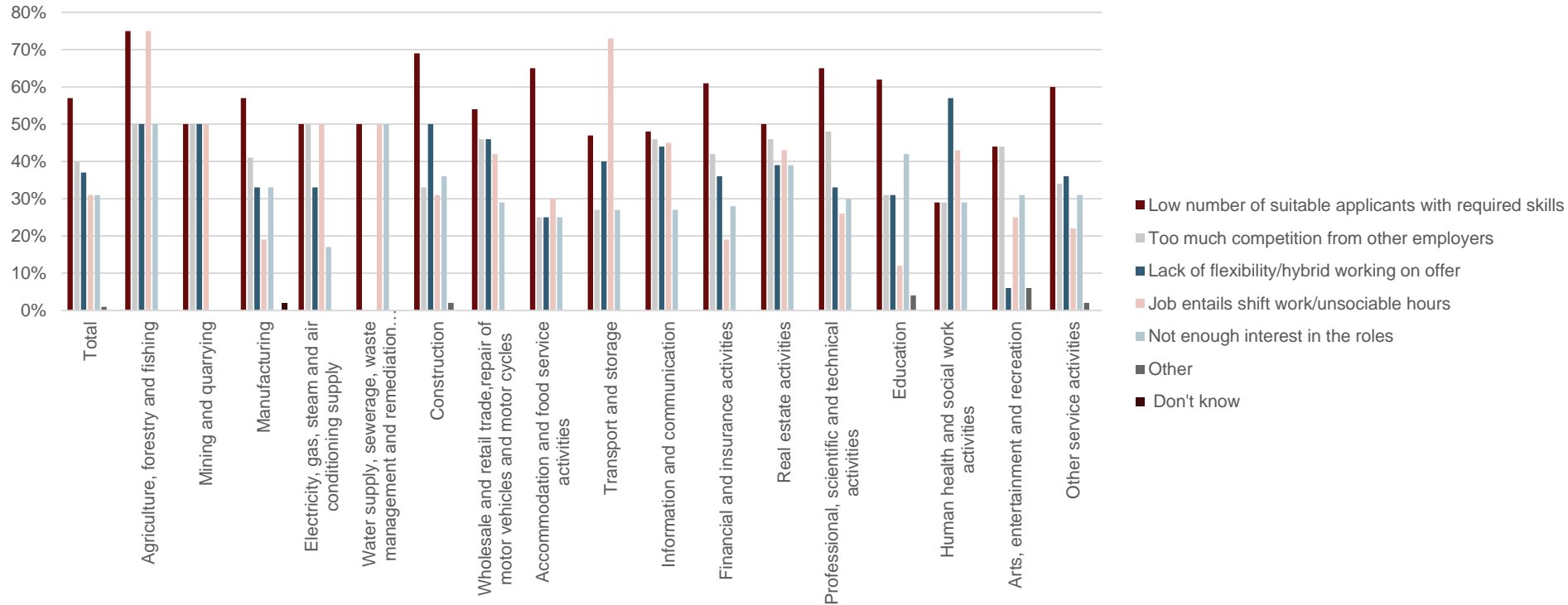
Across the board, survey respondents reported that they were struggling the most to fill highly skilled roles – both professional/specialists (49%) and support roles (43%) – as well as leadership roles (35%).

Q3. Which types of roles do you find it hardest to fill currently? (All responses)



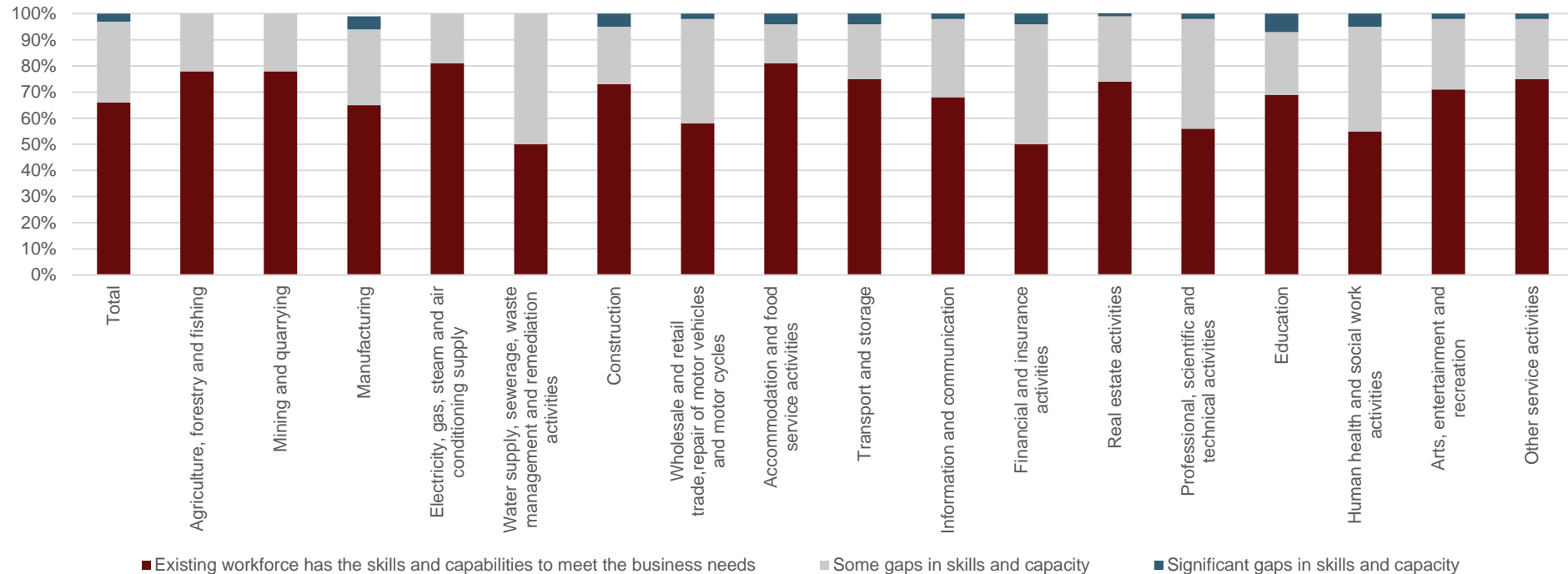
Businesses suggested that the biggest recruitment challenge was the low number of suitable applicants with the right skills. This was reported across most sectors, including the priority sectors of Construction and Hospitality where over two-thirds of respondents highlighted a lack of suitable skills. The Creative sector reported the low number of suitable applicants with the right skills as equally challenging as too much competition from other employers. Health and Social Care highlighted the lack of flexible/hybrid working as the biggest challenge.

Q4. What do you feel are the biggest drivers of recruitment challenges in your business?



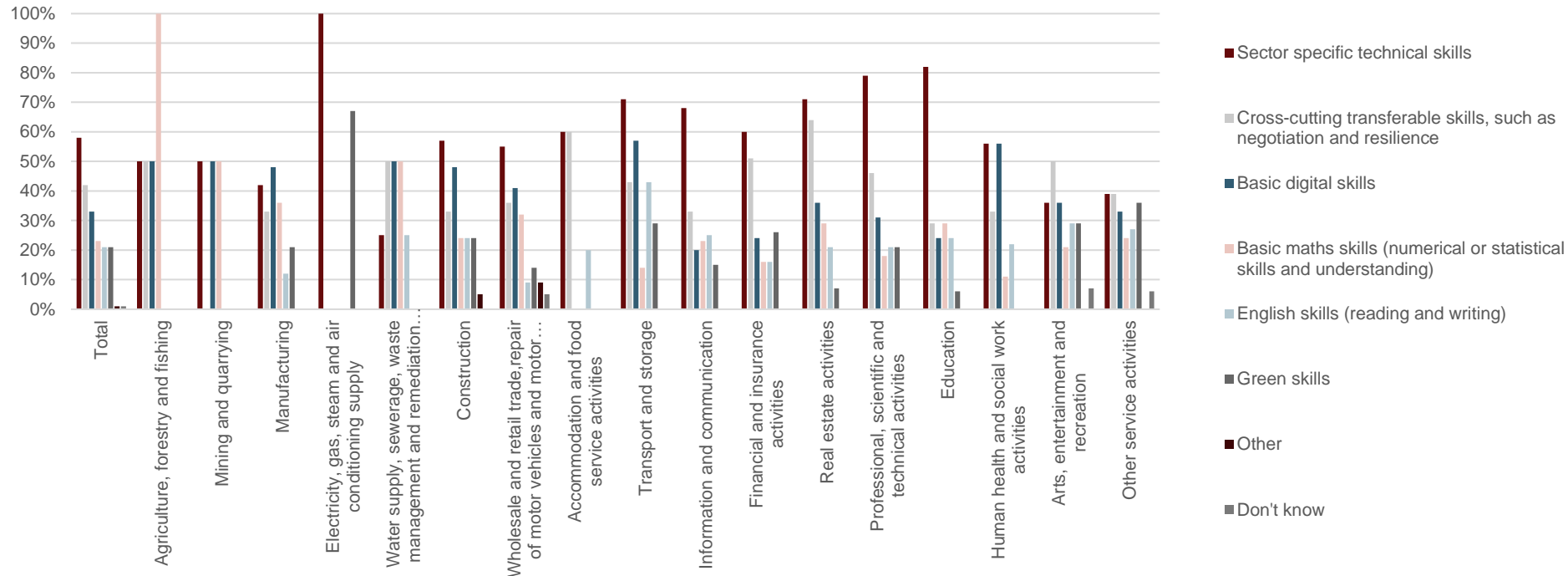
Most sectors believed that their existing workforce had the right skills and capabilities to meet business needs. Manufacturing, construction, hospitality, transport, financial, education and health and social care all have low levels of respondents reporting a significant gap. The water supply and finance sectors are the only sectors with less than half reporting skills and capacity as meeting business needs.

Q6. Thinking about your existing workforce, which of the following applies to your business?



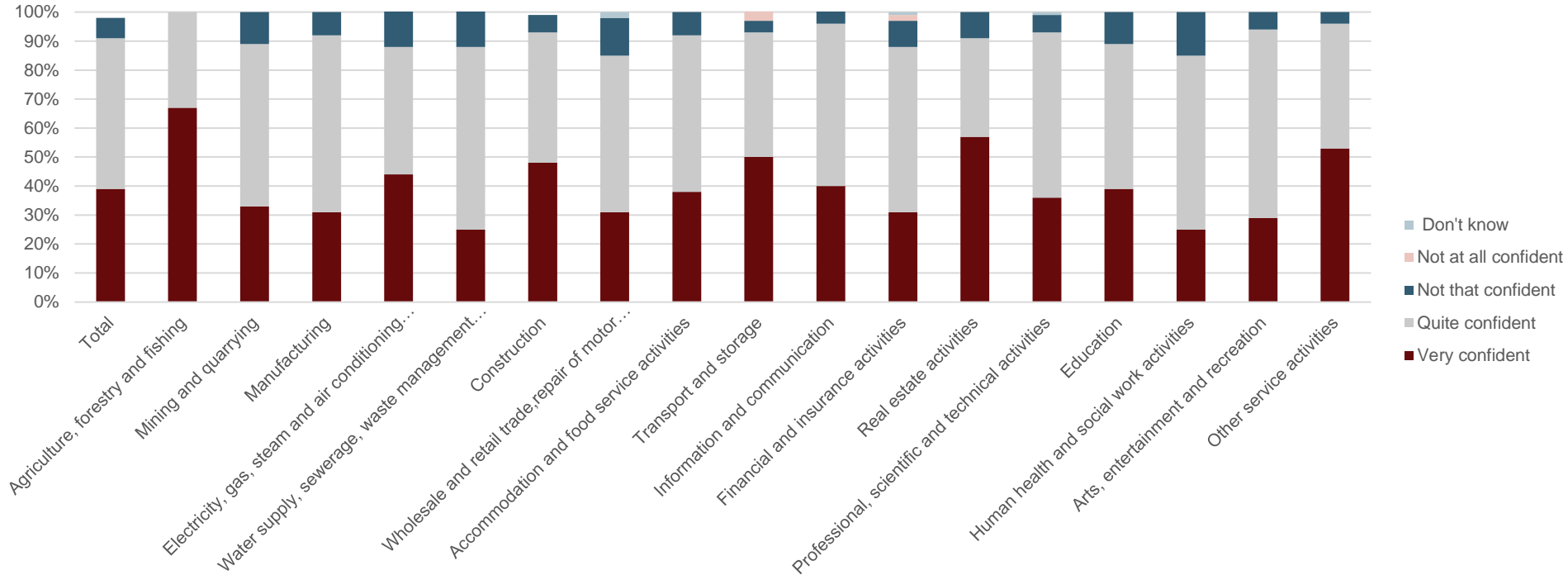
Amongst most sectors, sector-specific technical skills were the most widely reported absence amongst businesses' current skills capabilities. This was mostly followed by a lack of either cross-cutting transferable skills or basic digital skills, which aligns to the LSIP's focus on these as key cross-cutting themes for skills improvement.

Q7. Which skills or capabilities is your business currently lacking? (By sector)



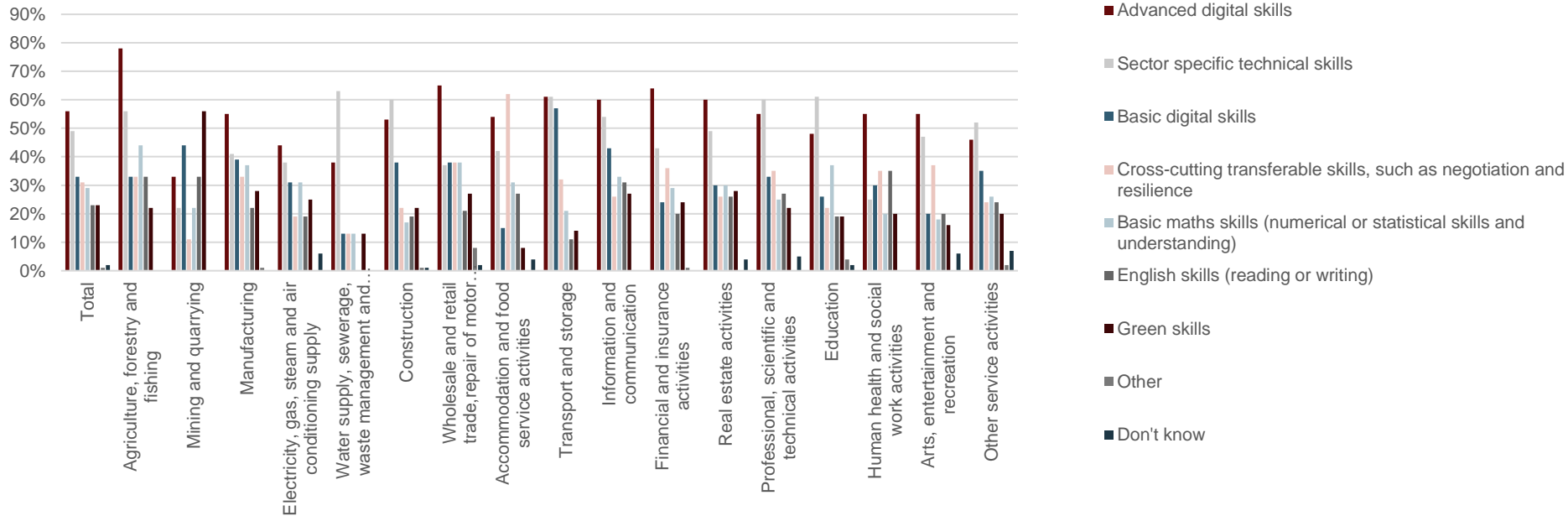
When looking to the future, businesses are fairly confident they understand their skills needs going forward over the next 2 to 5 years. More than half of sectors report more than 90% positive confidence (very, quite) with only 7 of 17 having more than 10% not at all or not confident they understand their skills needs.

Q8. How confident, if at all, are you that your business understands it's skills needs over the next 2 to 5 years? (By sector)



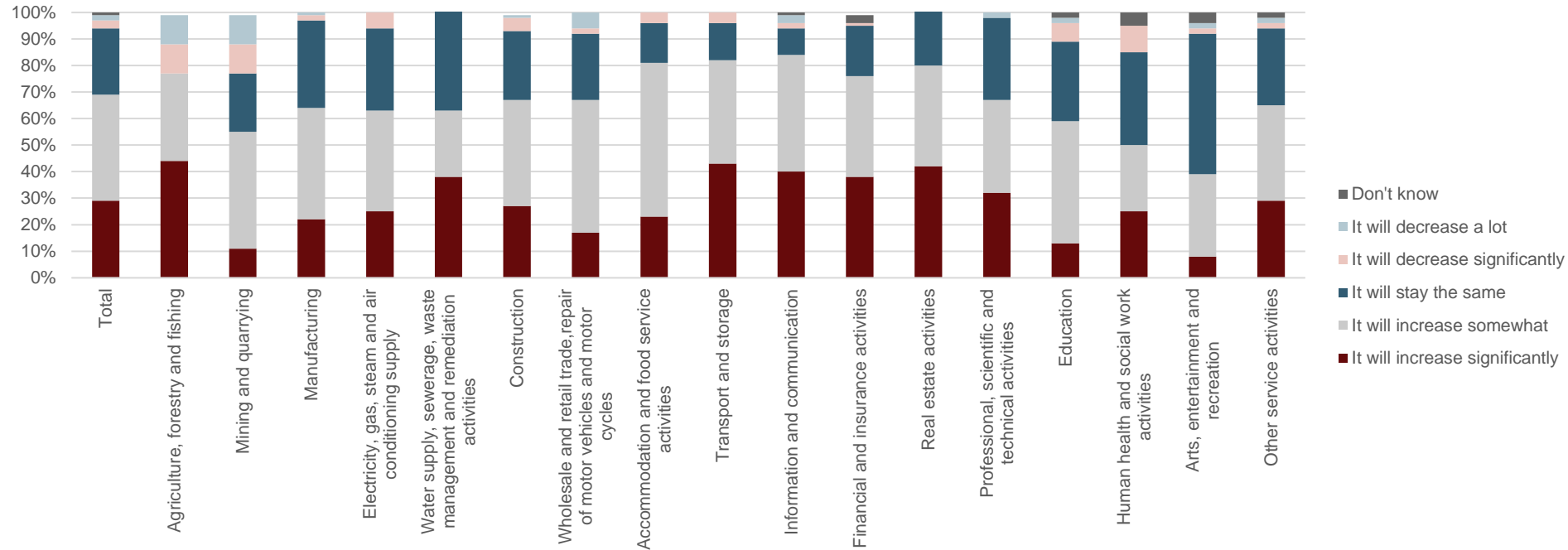
From this position of understanding their future skills needs, businesses are increasingly looking to the importance of digital skills – at both an advanced and basic level. A majority of sectors – including the priority sectors of Health and Social Care and Creative – rank advanced digital skills as their most important future skills needs. Sector-specific technical skills also remain important, but only a small number of sectors (including in the priority Construction sector) placed sector-specific skills as the primary priority for future skills.

Q9. Which skills do you feel your business will need most over the next 2 to 5 years? (By sector)



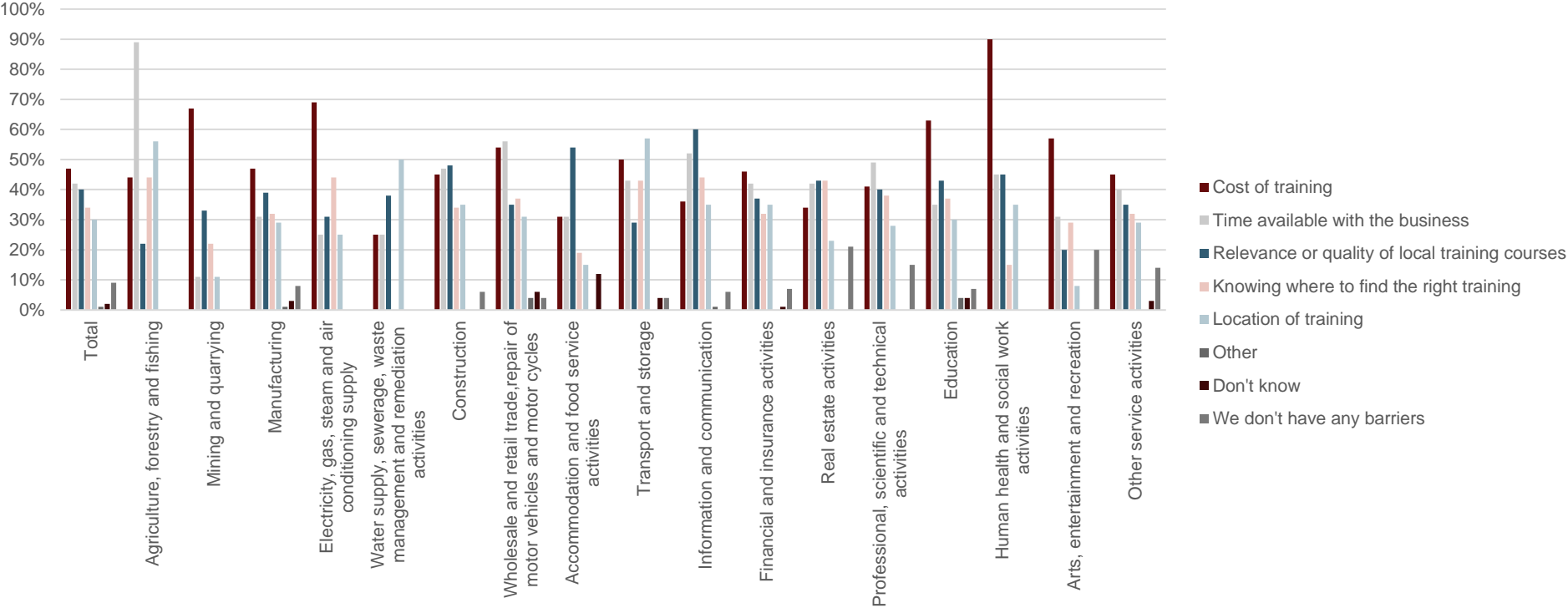
A majority of businesses - just under 70% - expect their investment in training to increase over the next year. The only sectors where under 50% of respondents expected training investment to increase were the priority sectors of Health and Social Care and Creative. A majority of respondents within these sectors expect to see no change in their training investment. Of the priority sectors, Hospitality businesses had the largest number reporting a training investment increase – over 80%.

Q11. Thinking about your investment in training over the next year, how, if at all, do you think it will change? (Cross sector)



Across all sectors, the cost of training was considered the biggest barrier to businesses training staff. In some sectors this was noted as especially problematic – in particular Health and social work where 90% of respondents raised the cost of training.

Q13. What are the barriers, if any, to your business engaging with full and part-time training for staff? (Cross sector)



THE PRIORITY SECTORS

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CONSTRUCTION

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Sector-specific findings from both qualitative and quantitative evidence.

CONSTRUCTION

Construction has a reputational issue around *who* can work in the sector and exactly *what* skills and careers in Construction look like. Participants stressed that construction was about more than just manual building work, which leads to a perception that the sector is dominated by (white) males.

- As a way to broaden the appeal and intake into the Construction sector, one suggestion from training providers was that providers should consider a training model that signposts learners of occupational skills into sectors where there is a shortage and careers can be pursued.

There is a need for a skills pipeline into, for example, project management of construction projects and also those with data analytics skills.

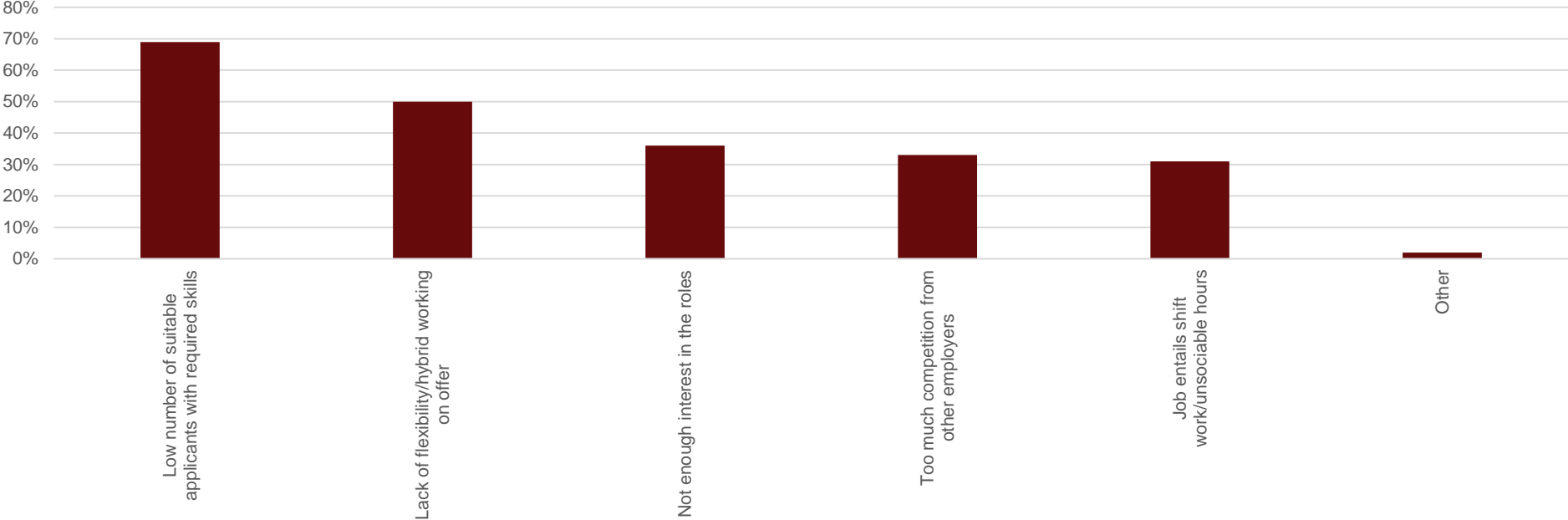
There are notable shortages at level 3+ for mechanical and electrical engineering. Research by the Electrical Contractors' Association (ECA) suggested that London is the LSIP area with one of the lowest number of electricians and electrical apprentice starts.

Aligned to this is the demographic challenges the sector faces. The CITB outlined that 25% of the Construction sector workforce are over the age of 55, meaning a lot of workers are set to retire in the next decade. There is currently not a big enough training pipeline to replace both the skills and numbers of workers, with the share of 16-24s in the workforce shrinking to 10%.

CONSTRUCTION

For the Construction sector, the biggest drivers of recruitment challenges was the lack of suitable candidates. In addition, over a third of Construction sector respondents identifying a lack of interest as a challenge (higher than average across sectors). This supports qualitative evidence of those with keenly demand skills not being directed into the sector.

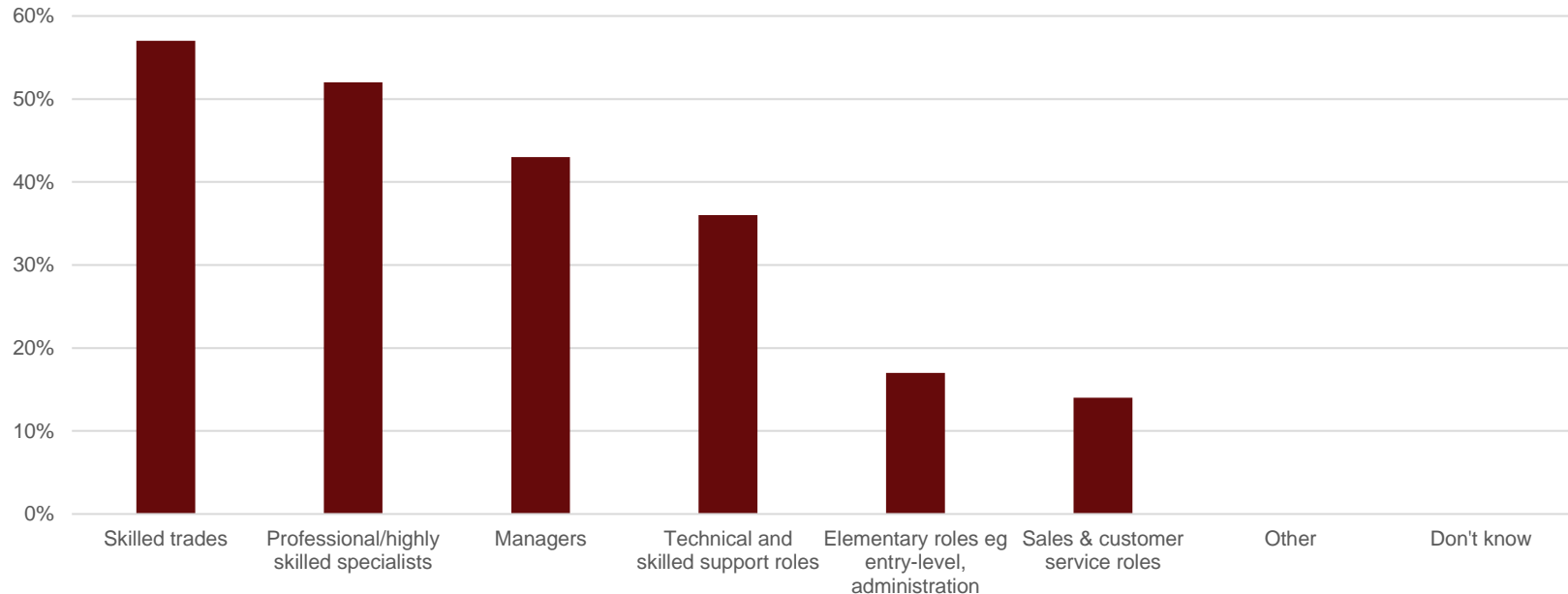
Q4. What do you feel are the biggest drivers of recruitment challenges in your business? Construction



CONSTRUCTION

The survey findings on where skills gaps existed echoed what was heard in the consultative discussion. Alongside skilled trades and highly skilled specialists, a significant minority (43%) of Construction sector respondents reported finding it hard to fill management roles.

Q3. Which types of roles do you find it hardest to fill currently? (Construction)



CONSTRUCTION

Section 106 was reported as a barrier to increasing training and placement opportunities for young people. Respondents suggested that too often local procurement policies and s106 planning agreements make it difficult for an apprentice to move from one site to another, when the sites are in different boroughs. There were frequent calls for Mayoral leadership to coordinate across boroughs through a pooling of both apprenticeships and apprentices.

The fragmented nature of the construction sector, made up of many micro-SMEs, means targeting secondary schools for recruitment and explanation of breadth of jobs available in the sector is challenging, with few able to spare the resource. There were calls for more proactive and coordinated awareness raising to promote the array of occupations available.

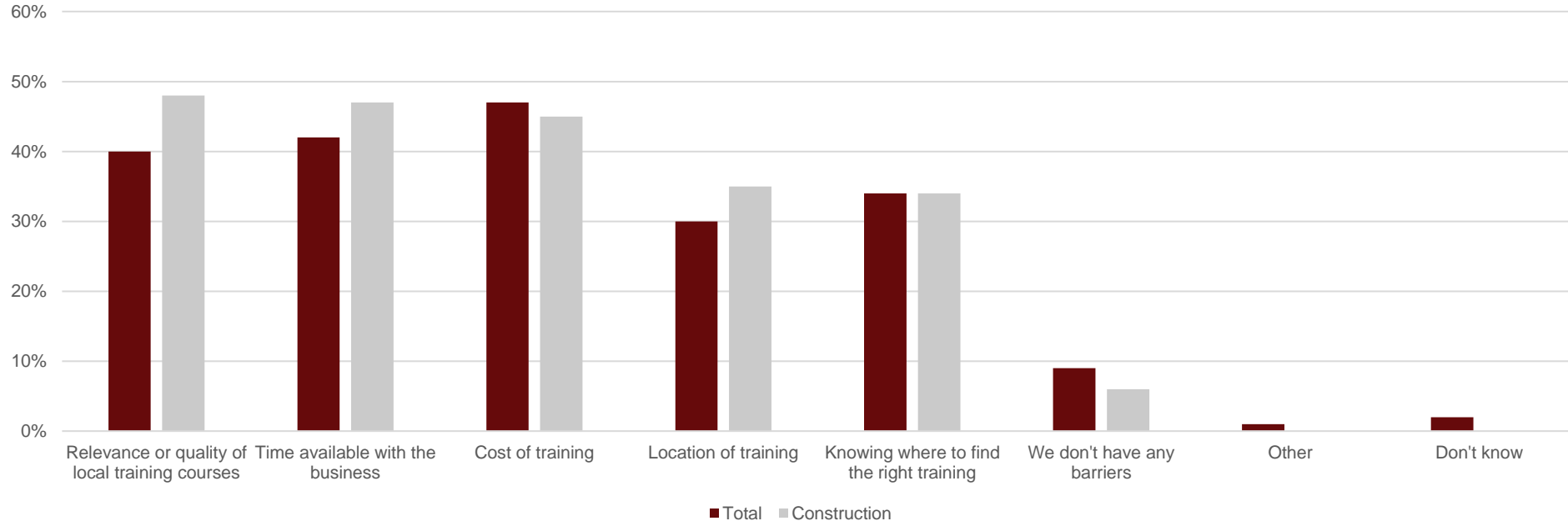
In addition, the industry-funded jobs and skills portal 'Go Construct' does not appear to have visibility within London, and there is an issue with national-level initiatives not being administered locally.

Skills training in construction is also dependent on keeping up to date with the latest technology, which requires providers to have costly state-of-the-art facilities that are liable to become out of date after 2-3 years.

CONSTRUCTION

Amongst some participants there was a perception that London struggles to provide locally accessible training, with an assumption that most training was only available outside of London. Due to the nature of Trades work, most of the people who work in London don't live in London and aren't trained in London. This perception was also evidenced within the survey, with nearly half of Construction sector respondents highlighting the relevance or quality of local training courses as the biggest training barrier and over a third highlighting the location of training – both of these factors were above the cross-sector average.

Q13. What are the barriers, if any, to your business engaging with full and part-time training for staff? Construction



CONSTRUCTION

Construction was highlighted as being in need of green skills – such as heat pump installation and working with emerging green materials – and digital skills – especially CAD skills and Modern Methods of Construction – but investment into these skills by employers or providers were not seen to be keeping up with industry demand.

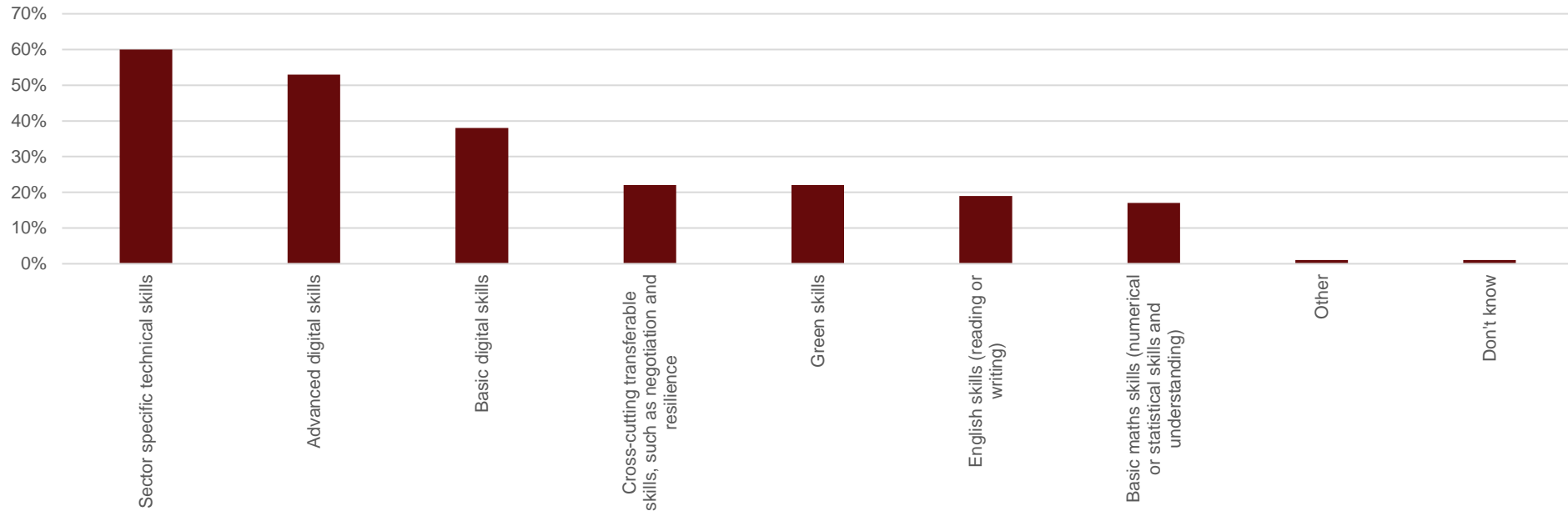
- There is good best practice from elsewhere in England that could be adopted in London. For example, in Wakefield a very energy efficient construction project saw a part of the site set aside to use as a simulated workshop space for apprentices to learn how to build with low energy use.

Stakeholders emphasised the need for green literacy to be embedded into all construction standards, but this is difficult to do with little demand signals from government on what ‘green’ in construction means.

CONSTRUCTION

Survey evidence supported qualitative findings that over the medium term (2-5 years), advanced digital skills would be critical to the Construction sector – especially for BIM modelling and CAD design. While demand for green skills featured prominently within qualitative evidence, only a fifth of Construction sector respondents to the survey raised green skills as the most demanded going forward.

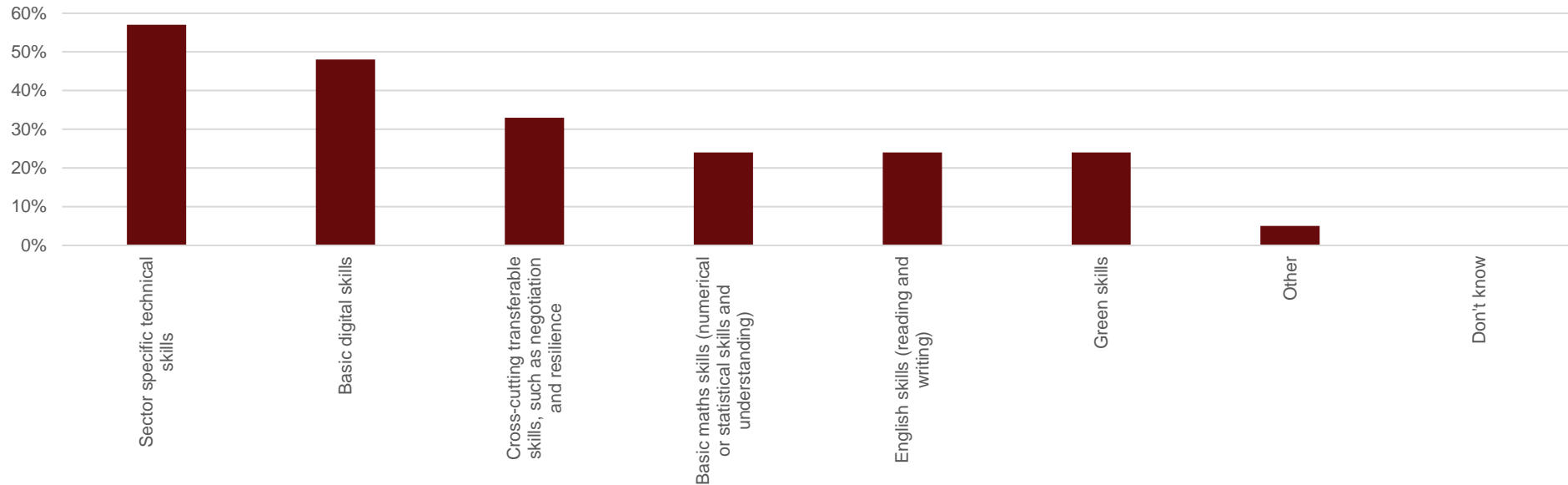
Q9. Which skills do you feel your business will need most over the next 2 to 5 years? Construction



CONSTRUCTION

Survey evidence also found that basic digital skills were highly sought after within the Construction sectors – nearly half of Construction sector respondents identified gaps in digital skills (compared to 33% cross-sector). According to the survey, the Construction sector has a lower demand for cross-cutting transferable skills than the cross-sector average.

Q7. Which skills or capabilities is your business currently lacking? Construction



CREATIVE

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Sector-specific findings from both qualitative and quantitative evidence.

CREATIVE

The sector was seen as dominated by freelancing and precarity which raises challenges for skills development. There were calls from stakeholders for a skills brokering model to play a key role in providing a structure and certainty for freelance individuals who need to switch between specific events, productions or projects.

There is potential for colleges to provide space and facilities to freelancers to support their businesses in return for learning opportunities for their learners (e.g. mentoring by freelancers). The Creative Skills Academy Hub was highlighted as a key initiative in this space that could serve as a model.

A key consideration highlighted for training provision was that holistic creative skill sets are key at level 3 and below, then developing towards sector specialisation at graduate level. Discussions identified a need to encourage more learners to this route and the potential benefits that could be realised. For example, Events technicians (virtual or in person) have a broad skill set that can support a number of different jobs across the creative sector, such as musical and theatre performances.

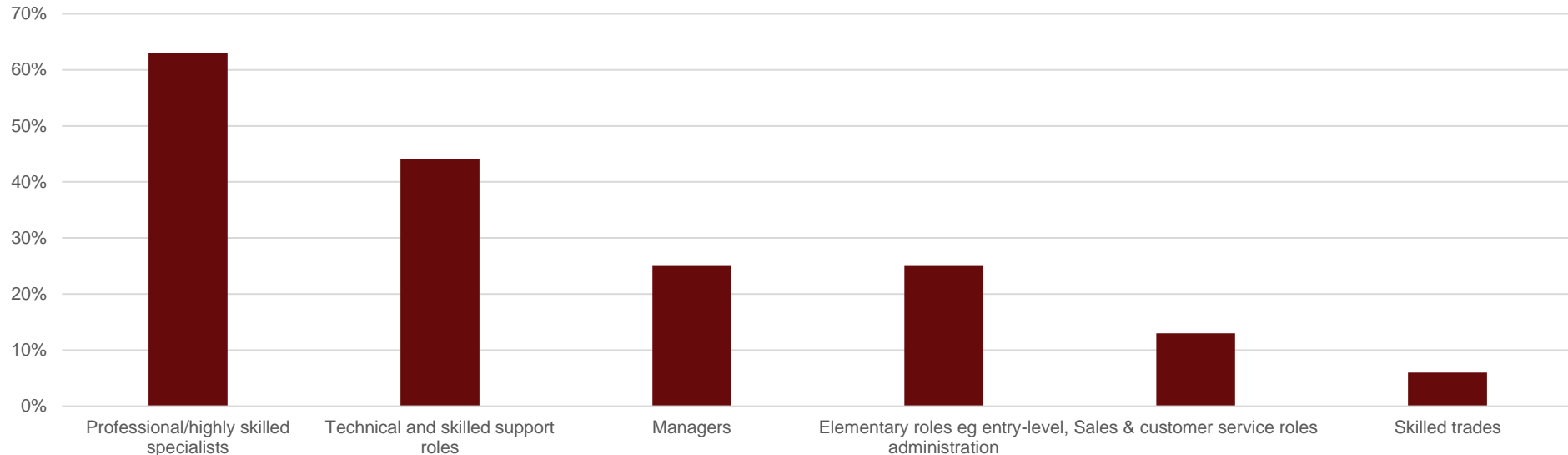
There is a significant perception issue around the opportunity for backstage roles in the sector. Sector initiatives, such as Film London's Equal Access Network) were identified as helping to match supply and demand, and helping to widen access to minoritised groups.

Providers and employers should think about cross-fertilisation between creative and other sectors/occupations (particularly skilled craft roles for film and theatre production).

CREATIVE

The survey found that skilled specialists and technical support roles are the hardest to fill within the creative sector. Evidence from the Phase One and Phase Two engagement events found that this covered a range of roles across the breadth of the Creative sector: from Live Event Technicians and Riggers, Creative Venue Technicians to Programmers for game development. In addition, the temporary nature of work with parts of the Creative sector means it can be hard for people – even with sought after skills – to find repeat work.

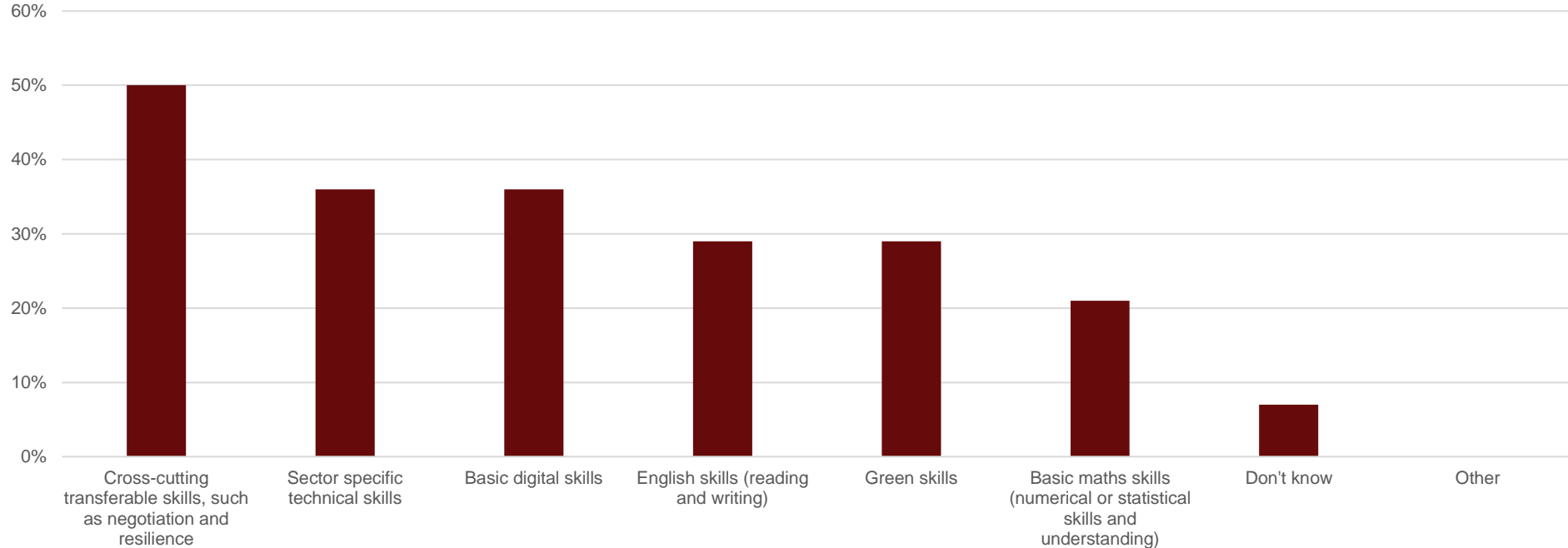
Q3. Which types of roles do you find it hardest to fill currently? (Arts, entertainment and recreation)



CREATIVE

Sector specific skills are relatively less in demand compared to cross-sector average. Cross-cutting transferable skills were the most reports skills gap at 50% of respondents – significantly higher than cross-sector average.

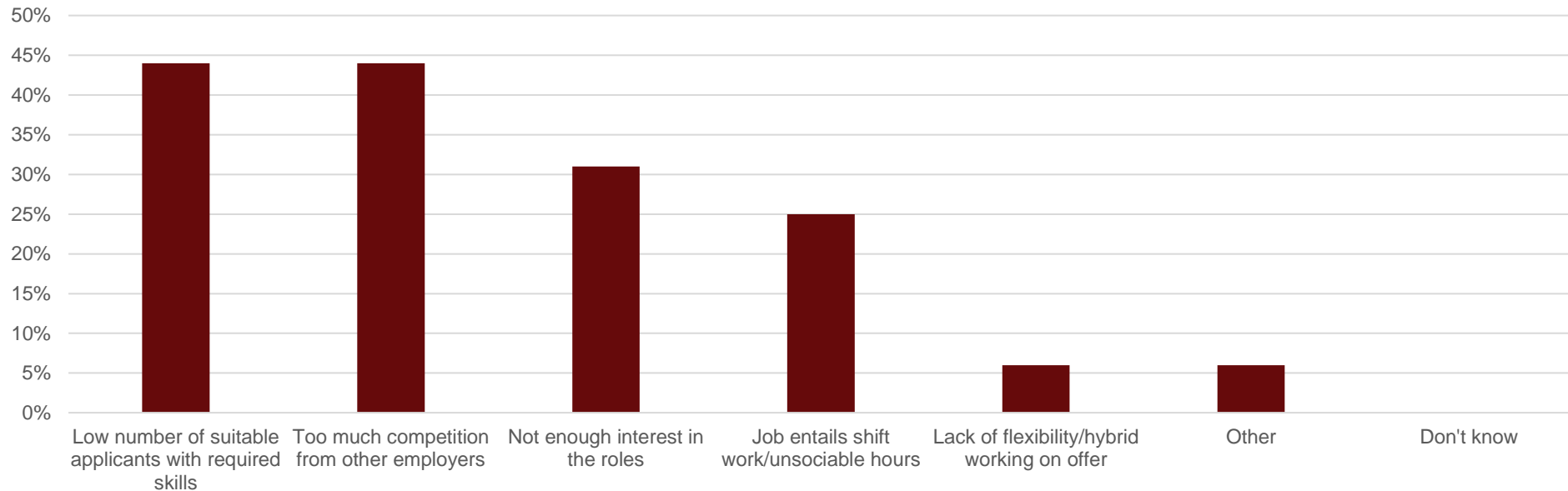
Q7. Which skills or capabilities is your business currently lacking? Creative sector



CREATIVE

As a result of the cross-sector application of many of the key skills required in the Creative sector, survey respondents reported that a major driver of recruitment challenges was a low number of applicants with the required skills. This potentially reflects evidence that schemes such as flexi-apprenticeships were seen as being unsuccessful in boosting skills levels within the Creative sector, and there was a desire for providers to do more in promoting opportunities that align to the creative sector's skills gaps. In addition, the survey reported high levels of competition from other employers as a key recruitment challenge.

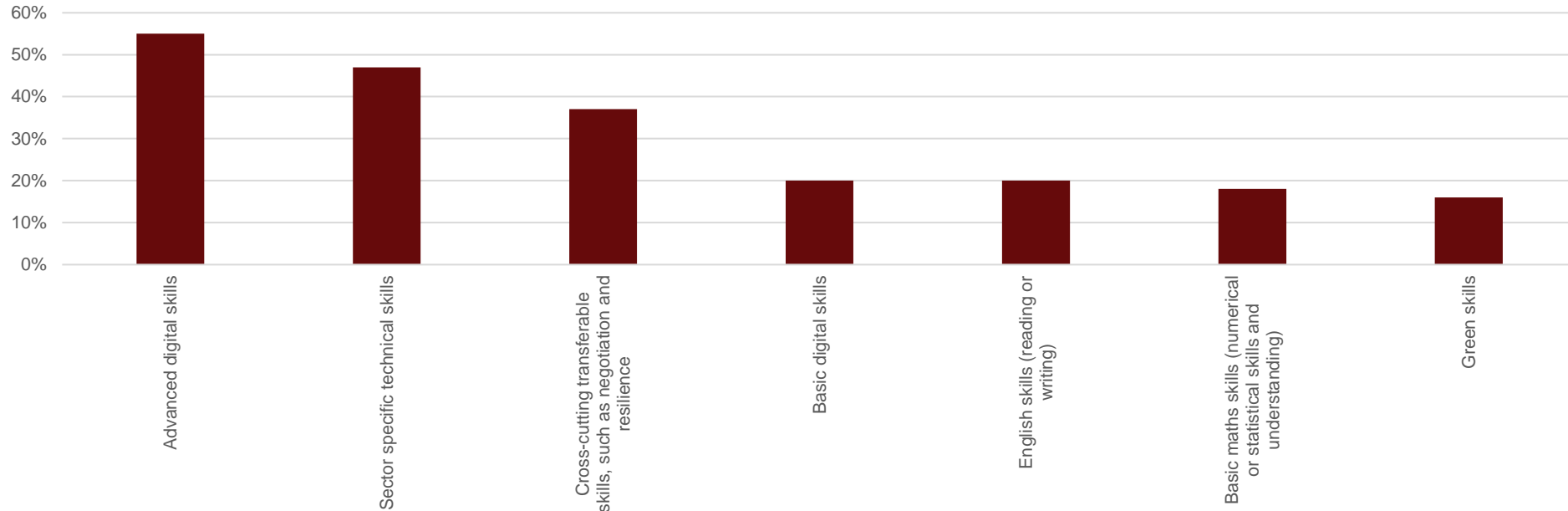
Q4. What do you feel are the biggest drivers of recruitment challenges in your business? Creative



CREATIVE

Over the medium-term (2-5 years) advanced digital skills replace transferable skills as the sector's most demanding skill need – with over 50% of Creative sector respondents. This may reflect the anticipated growth of London's game development and e-sports sectors. However, both sector-specific skills and cross-cutting transferable remain a priority with just under half and just over a third respectively reporting a need for these skills in the future.

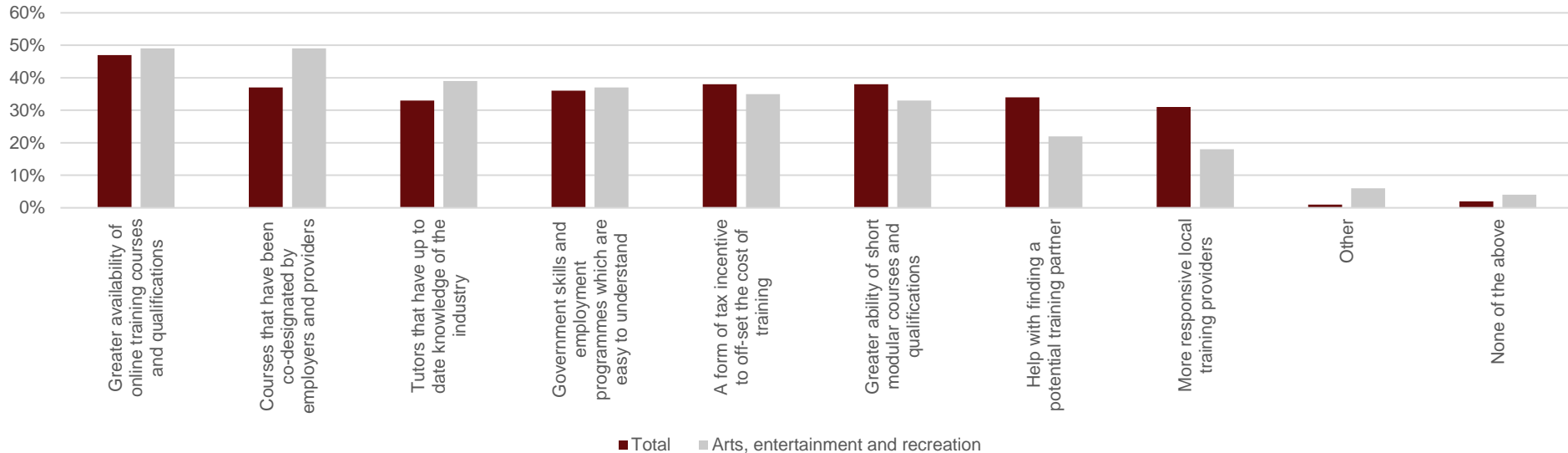
Q9. Which skills do you feel your business will need most over the next 2 to 5 years? Creative sector



CREATIVE

The Creative sector places a greater emphasis on codesign than the cross-sector average when it comes to what would make the most difference in improving skills. The survey also found that the Creative sector has less issues with local suppliers, with many fewer Creative businesses identifying a need for help finding a potential trainer or more responsive training partners – for Creative sector businesses, it is about building on these relationships to codesign the most effective courses. During the Phase Two Creative session it was noted that courses were most successful when there is co-development with a named industry partner.

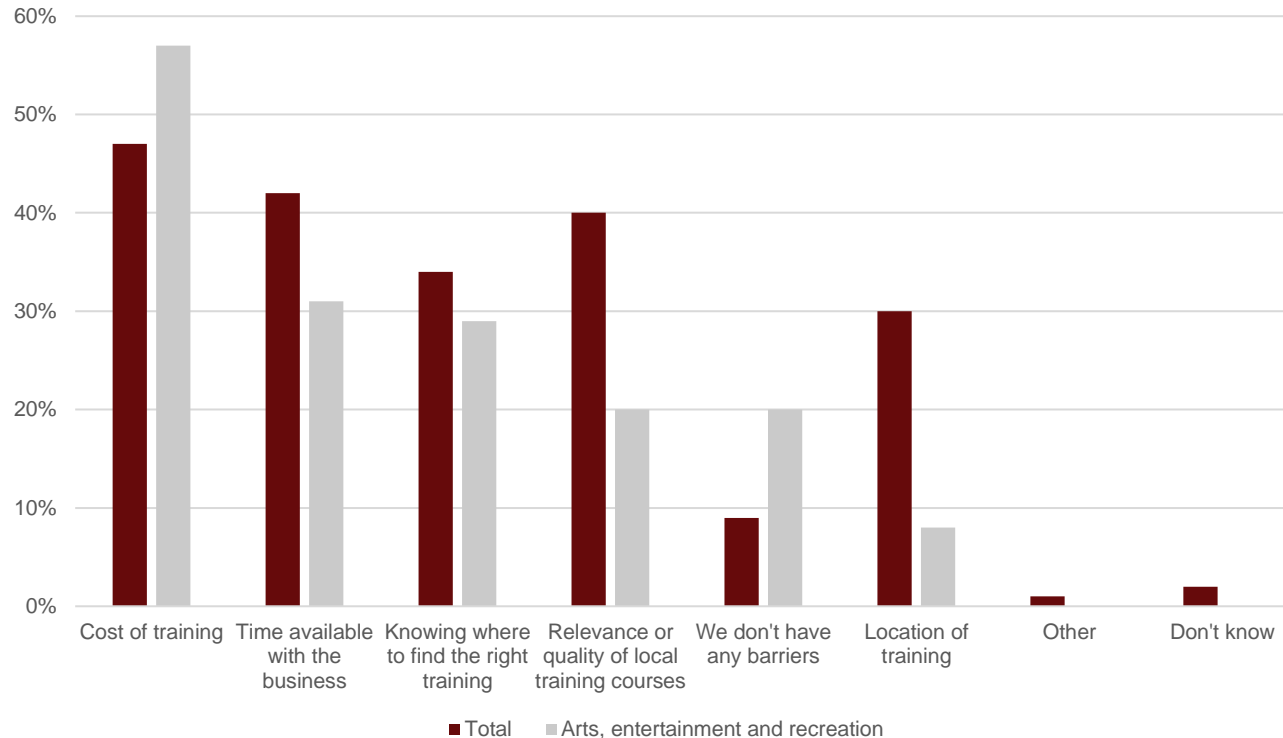
Q10. Which, if any, of the following would help you to improve the skills of your workforce the most? Creative



CREATIVE

Compared with the cross-sector average, the Creative sector did not find that the location of training nor the relevance/quality of local training a barrier. In addition, 20% reported not having any barriers – much higher than cross-sector and the other priority sectors. For the Creative sector, the cost of training is seen as the most important barrier by a big margin with 56% of businesses recording this. This is reflective of the fact that many businesses within the sector are micro-SMEs who cannot afford to invest in training and expect new hires to be ready-made with the requisite skills. This was reported in the stakeholder engagement as especially true of small family-run crews in the Film and TV who take on freelancers. In addition, the short-term nature of work within parts of the Creative sector can often disincentive both employers and learners taking up additional skills training – there is neither the time nor resource available for this.

Q13. What are the barriers, if any, to your business engaging with full and part-time training for staff? Creative



HEALTH & SOCIAL CARE

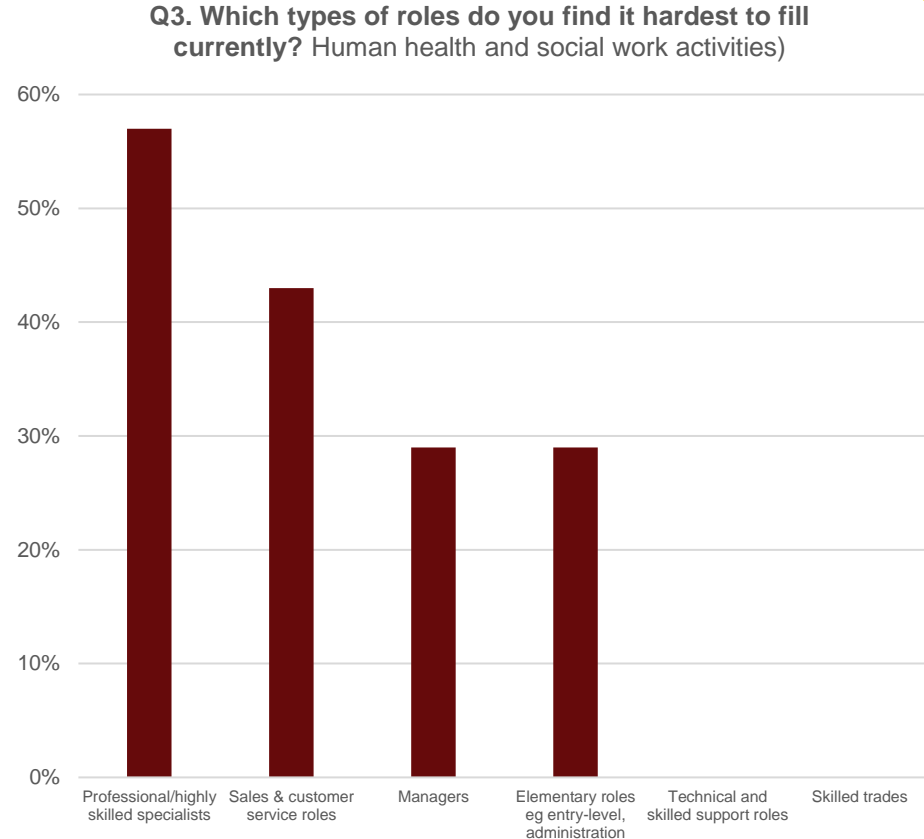
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Sector-specific findings from both qualitative and quantitative evidence.

HEALTH AND SOCIAL CARE

During the stakeholder engagement sessions, it was noted that 30% of registered nurse roles are vacant and this was noted at all levels. In addition, there was considerable volatility within the social care workforce with a 30% annual staff turnover, 60% moving around the sector and the social care full-time workforce shrinking for the first-time last year.

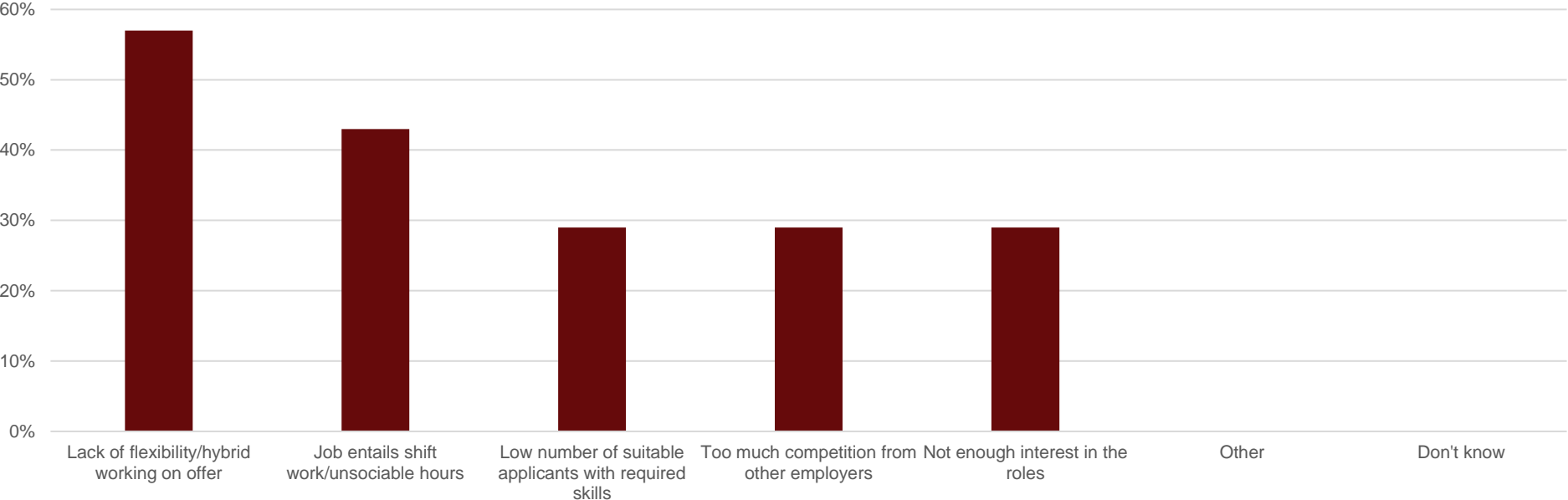
Stakeholder conversations also identified a need for managerial roles – especially with an ageing managerial workforce who are retiring and not being replaced – and elementary (administrative) roles. A suggestion was made that a level-2 business administration course explicitly focused on the two sectors should be introduced to support this. However, only 29% of survey respondents considered these amongst the hardest roles to fill.



HEALTH AND SOCIAL CARE

Whereas Stakeholder engagement identified that a lack of flexibility around training was impacting ability to provide it, and a similar lack of flexibility is also impacting ability to recruit according to the survey. Reputational issues discussed in the stakeholder engagement sessions are also identified in the survey with the shift-based nature of work in the Health and Social Care sector – as well as the sector’s unsociable hours – the second most selected driver of recruitment challenges. Within evidence sessions other reputations issues around low pay and the demanding nature of the sector leading to stress and burn-out were frequently highlighted as proving a challenge to overcome.

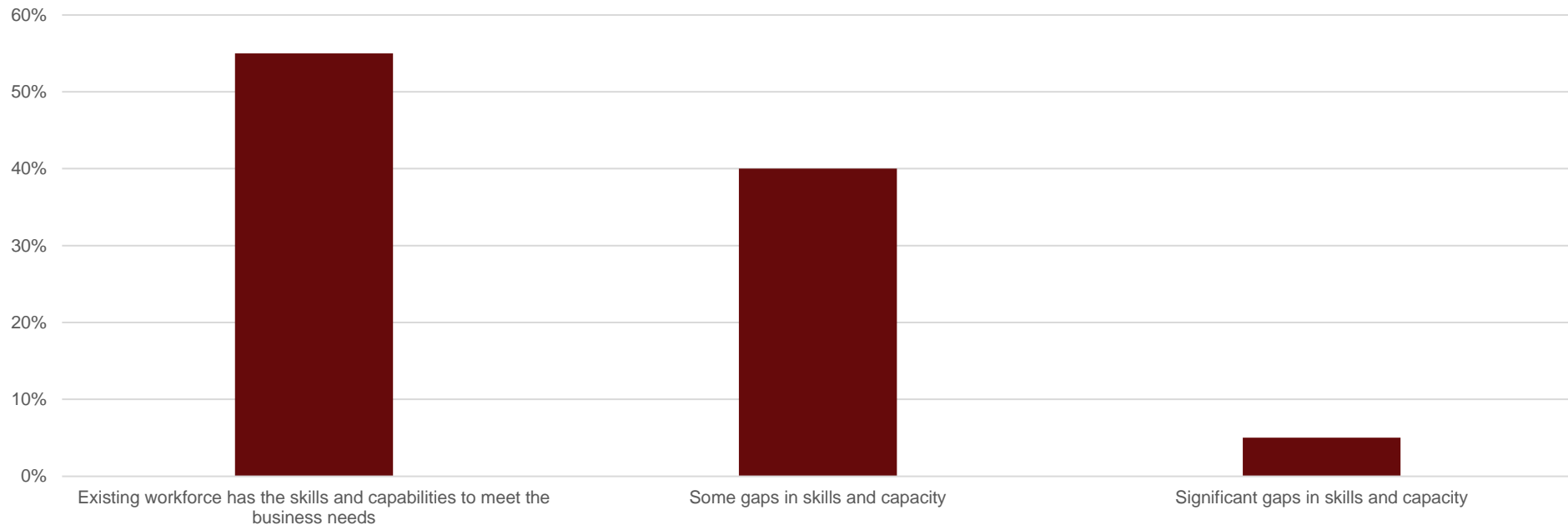
Q4. What do you feel are the biggest drivers of recruitment challenges in your business? Health and social care



HEALTH AND SOCIAL CARE

The Health and Social Care sector has one of the highest reportings of skills and capacity gaps amongst the existing workforce – and the highest of the four priority sectors at 40%. This was especially noted within the social care sector, with employers requiring more carers with skills to manage complex needs (e.g. dementia, mental health) and provide at-home care.

Q6. Thinking about your existing workforce, which of the following applies to your business? Health and social care sector

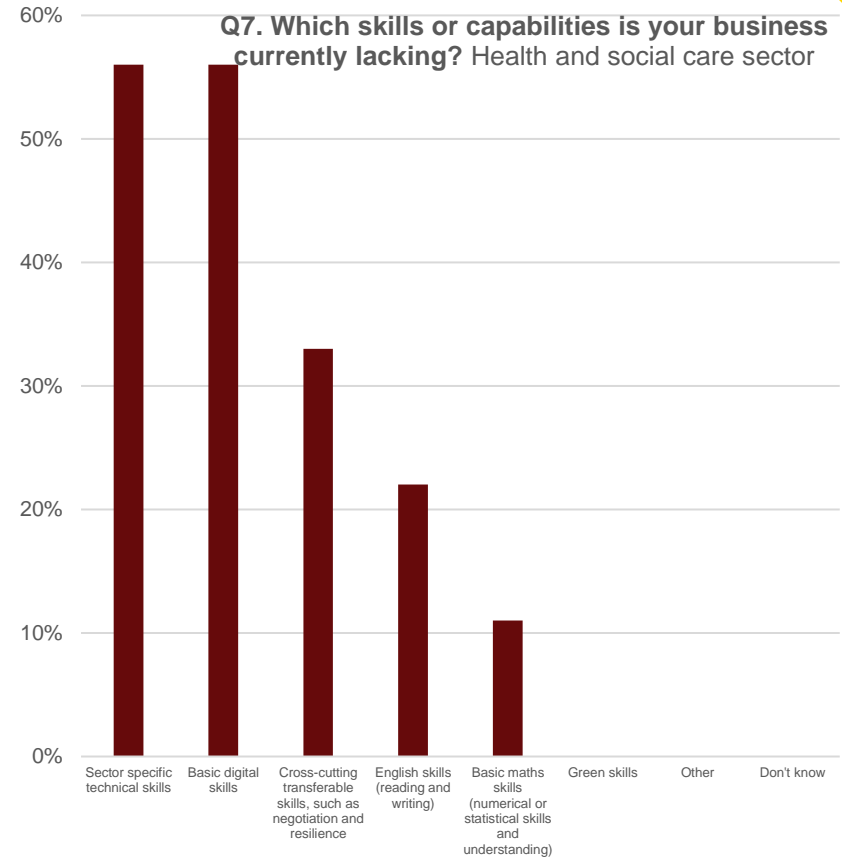


HEALTH AND SOCIAL CARE

Skills shortages are not just confined to frontline staff, but administrative and back-office roles also face significant shortages. In particular digital, technician and data analysis roles are especially in demand – and 55% of businesses who responded to the survey reported basic digital skills gaps. This was as high as sector-specific technical skills, which most likely covered roles such as nurses.

It was noted that skills shortages in these digital roles are often a result of lack of awareness of the opportunities and encouragement into the sector. As one participant put it: “people only know of two roles out of 360”.

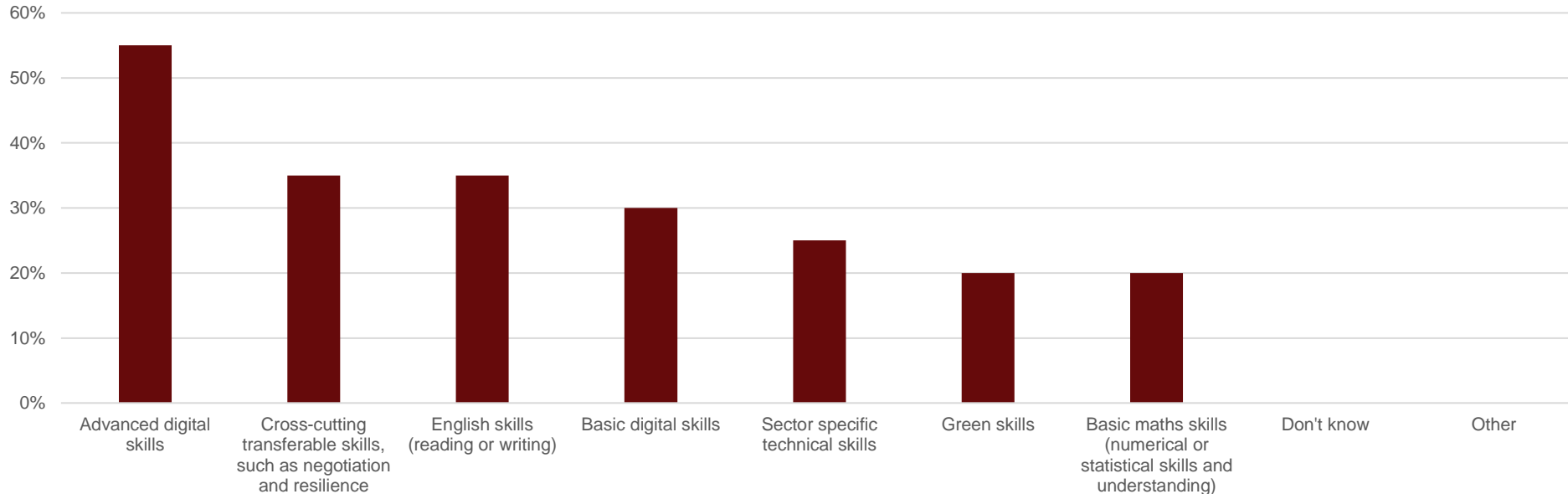
Functional skills were also a big issue within the sector, especially a lack of English language and basic Maths and English skills. There is little consistency in how these are assessed by awarding institutions and concerns with how these skills are taught, as well as how transferable they are *into* the sector.



HEALTH AND SOCIAL CARE

Over the medium term, advanced digital skills are expected to be the most critical skills within the Health and Care Sector – with 55% of survey respondents noting this – indicative of both the expected development in health technology but also the importance of data analysis roles within the sector. Interesting, sector-specific skills see a major reduction in medium-term demand to around a quarter of respondents. More emphasis is placed on cross-cutting transferable skills and English skills.

Q9. Which skills do you feel your business will need most over the next 2 to 5 years? Health and social care sector

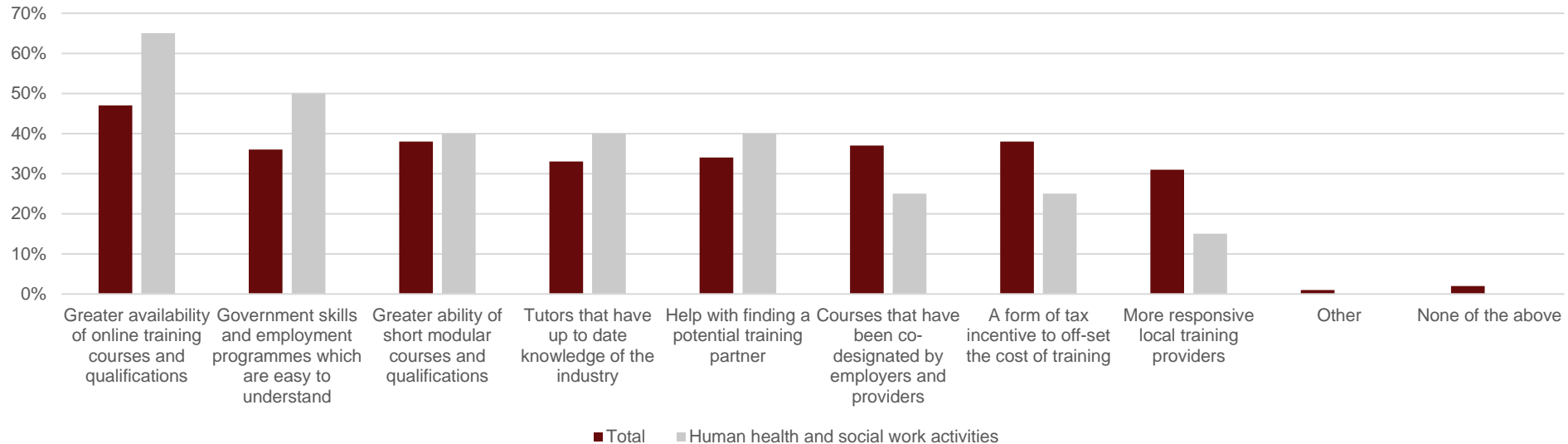


HEALTH AND SOCIAL CARE

Given the labour and skills shortages within both the health and social care workforce, participants reflected that employers' ability to release staff for training, or invest significant resources, is severely limited. This was reinforced in the survey with 65% of Health and Social Care respondents calling for greater availability of online courses as well as 40% supporting short modular courses and qualifications.

Half of respondents were also keen for an easy-to-understand Government programme for skills. For example, none of the Phase Two attendees reported being consulted about the proposed T level in social care and called for the original Healthcare T level – with a reportedly high failure rate – to be redesigned. Some suggested that that it would have been better to rebadge BTECs as T levels. In addition, there was a feeling in some quarters that the Careers and Enterprise Company is not very active in London in terms of promoting the two sectors to school pupils.

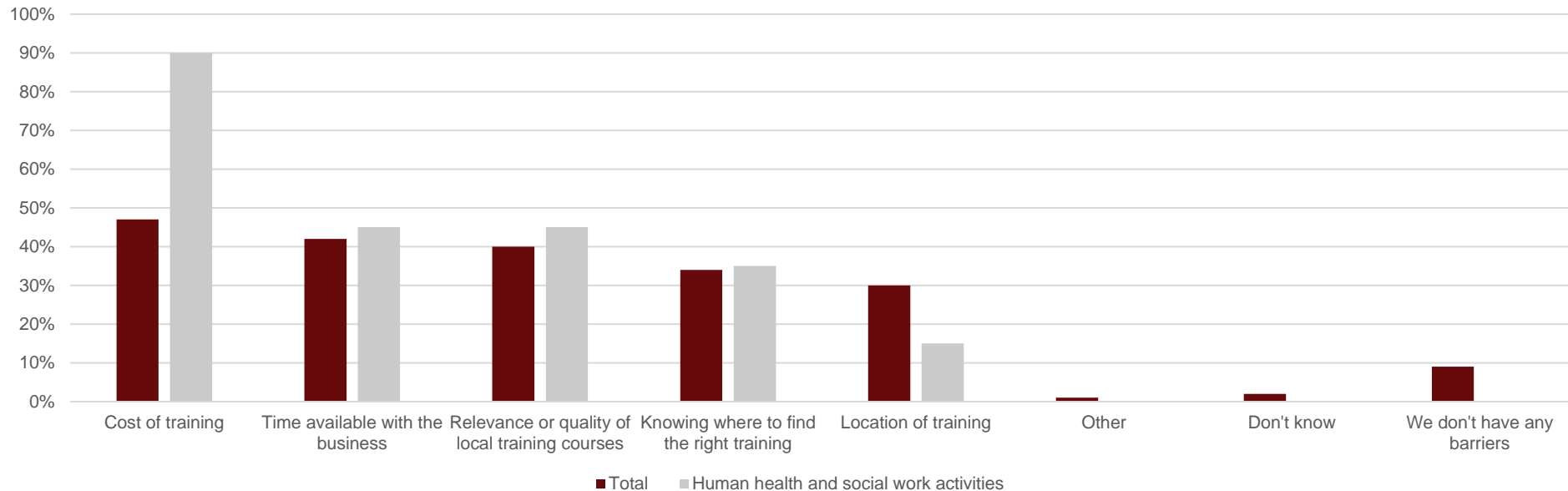
Q10. Which, if any, of the following would help you to improve the skills of your workforce the most? Health and social care



HEALTH AND SOCIAL CARE

For the Health and Social Care sector the overwhelming challenge to engaging with training was cost – 90% of survey respondents highlighted this, the highest single response to this question from any of the sectors. All other barriers were reported roughly in line with the cross-sector average, other than the location of training. The health and social care sector reported this as a barrier significantly less. During the stakeholder engagement it was noted that learners found it particularly hard to access learning through apprenticeships.

Q13. What are the barriers, if any, to your business engaging with full and part-time training for staff? Health and social work



HOSPITALITY

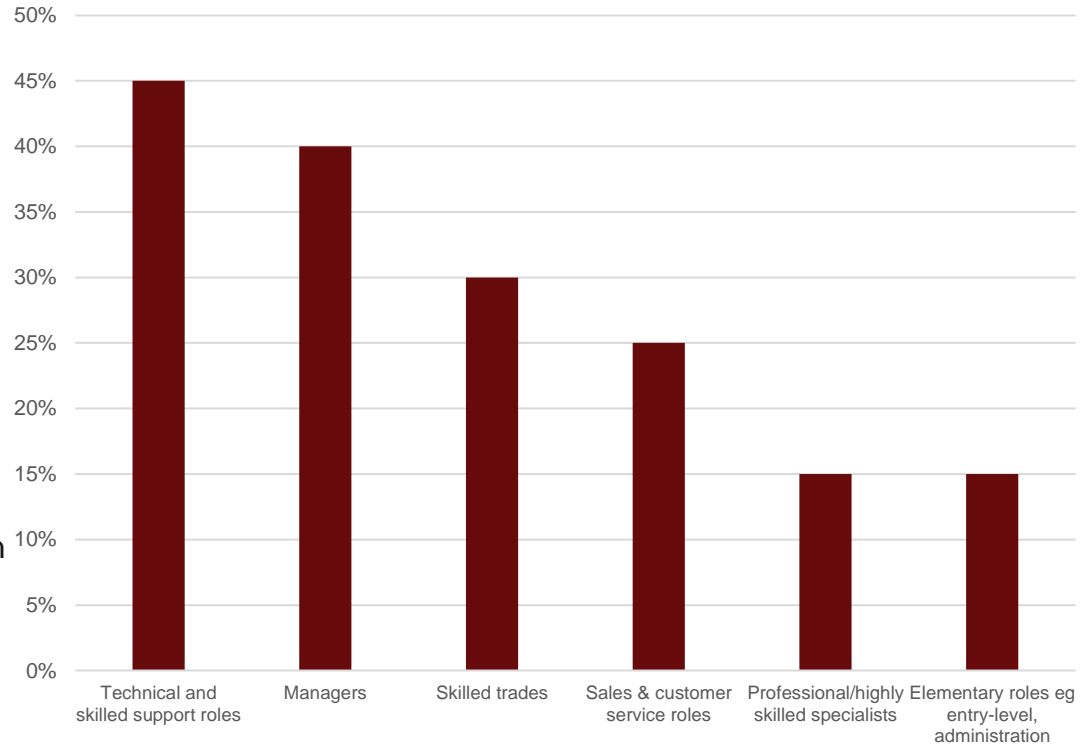
BUSINESS
LDN

Sector-specific findings from both qualitative and quantitative evidence.

HOSPITALITY

Hospitality is the sector with the greatest intersection of skills gaps and labour shortages driven by conditions created by Brexit, the Covid-19 pandemic and ongoing visa issues. Shortages exist across the Hospitality sector with the Survation survey showing that 91% of hospitality companies were struggling to fill vacancies. The survey also showed that there was a broad spread amongst the type of roles that the Hospitality sector was struggling to fill. This was evidenced in the stakeholder engagement sessions where shortages in a wide variety of roles were referenced. Chefs were the most widely reported shortage, and in particular chefs de parties. Due to the demands on their job in the current circumstances, they are often not available to train sous-chefs. Bar managers, bartenders, barristers and a range of back of office staff were also all reported as being in short supply.

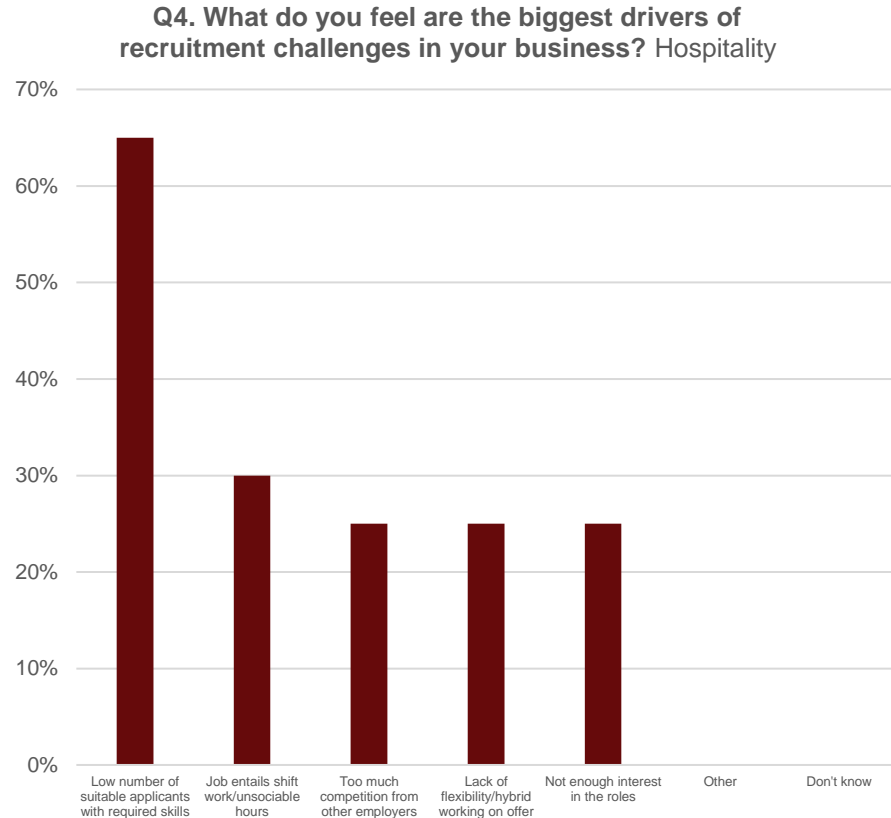
Q3. Which types of roles do you find it hardest to fill currently?
(Accommodation and food service activities)



HOSPITALITY

By far the biggest driver of recruitment challenges within the hospitality sector was a low number of suitable applicants – 65% of hospitality businesses reported this in the survey. Within the qualitative evidence, stakeholders suggested that while having staff who are *qualified* was imperative, it was just as important that staff were experienced and versatile – and this was where the suitability was most lacking. Skills training and provision needed to better reflect this demand. A University of Greenwich initiative that provides third-year hotel management students work experience at restaurants and hotels during busy times was seen as a good model for other providers.

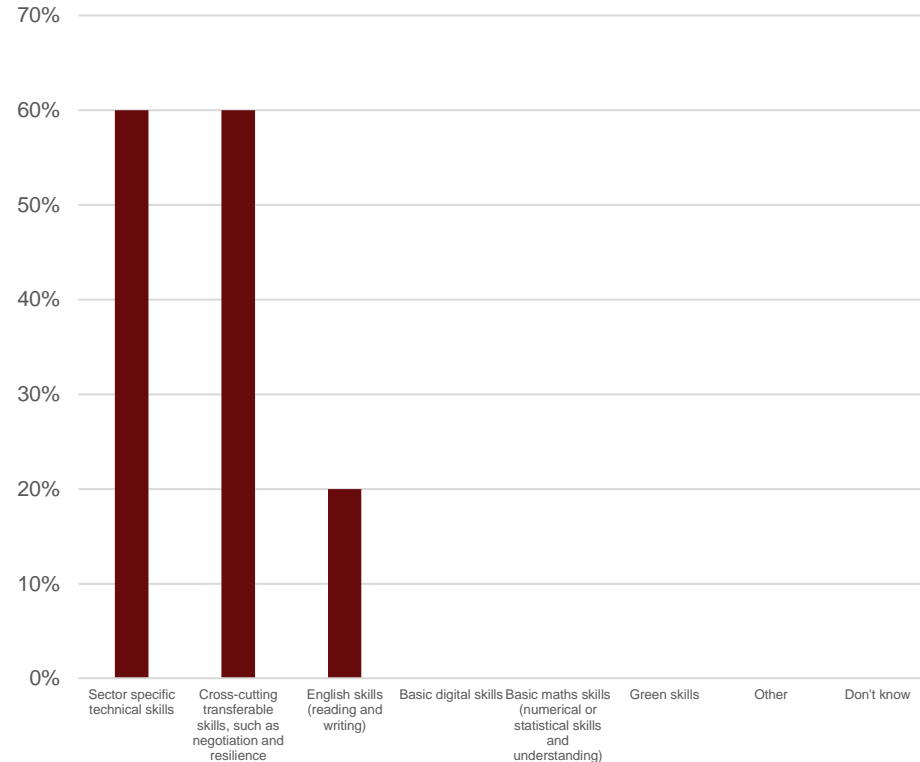
Whereas qualitative evidence suggested that those occupations with the most acute skills shortages (chefs, bartenders) suffered from a reputational image of not being perceived as being ‘careers’ and so having limited draw, the survey evidence suggested that a lack of interest was one of the least important drivers of recruitment challenges.



HOSPITALITY

The Hospitality sector reported the narrowest range of drivers to skills and capabilities shortages. Both sector specific technical skills and cross-cutting transferable skills were listed by 60% of Hospitality sectors as the major driver of recruitment challenges. Young people were particularly seen in the qualitative sessions as lacking the transferable skills critically required for the sector. However, some participants reported that there was growing interest in the sector amongst older adults (25-49) who often come equipped with these transferable skills. Employers reported that the lack of sector-specific technical skills (alongside labour shortages) was leading to menus and hotel services being 'de-skilled' to match the existing skills level of staff.

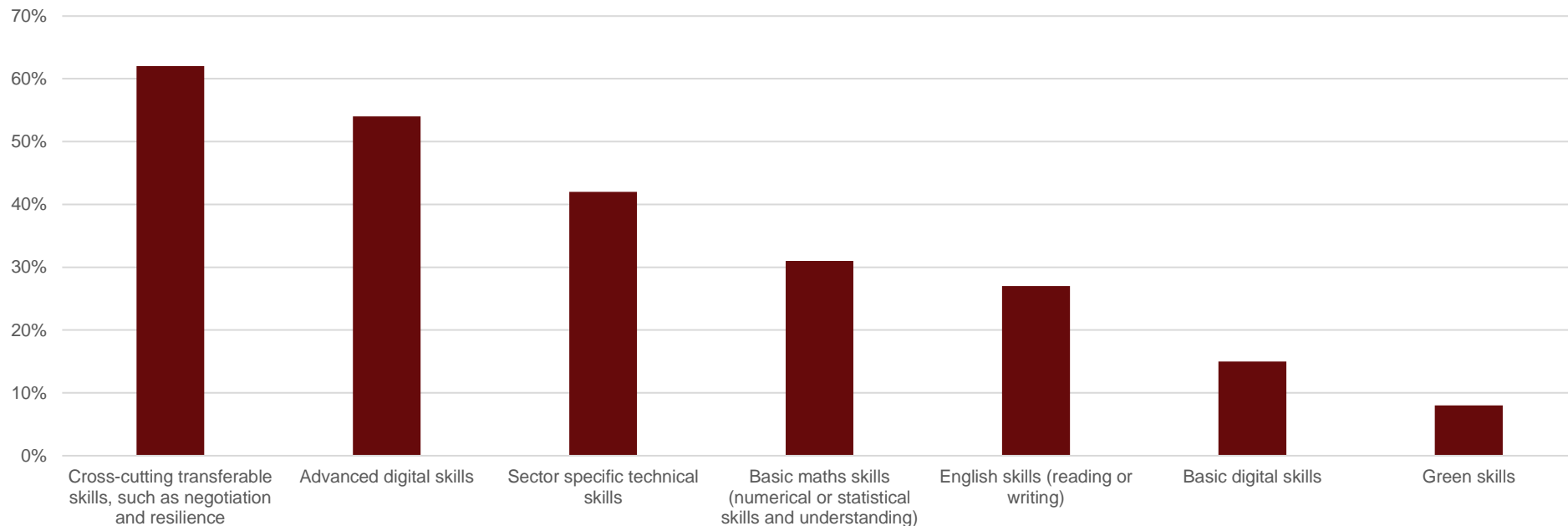
Q7. Which skills or capabilities is your business currently lacking? Hospitality sector



HOSPITALITY

When looking to the medium-term, the Hospitality sector reported a much broader range of skills needs. Cross-cutting transferable skills remained the most salient (62% of Hospitality businesses), emphasizing their critical importance to the functioning of the sector. Interestingly, over 50% of Hospitality businesses expect advanced digital skills to be critical skills over the medium-term.

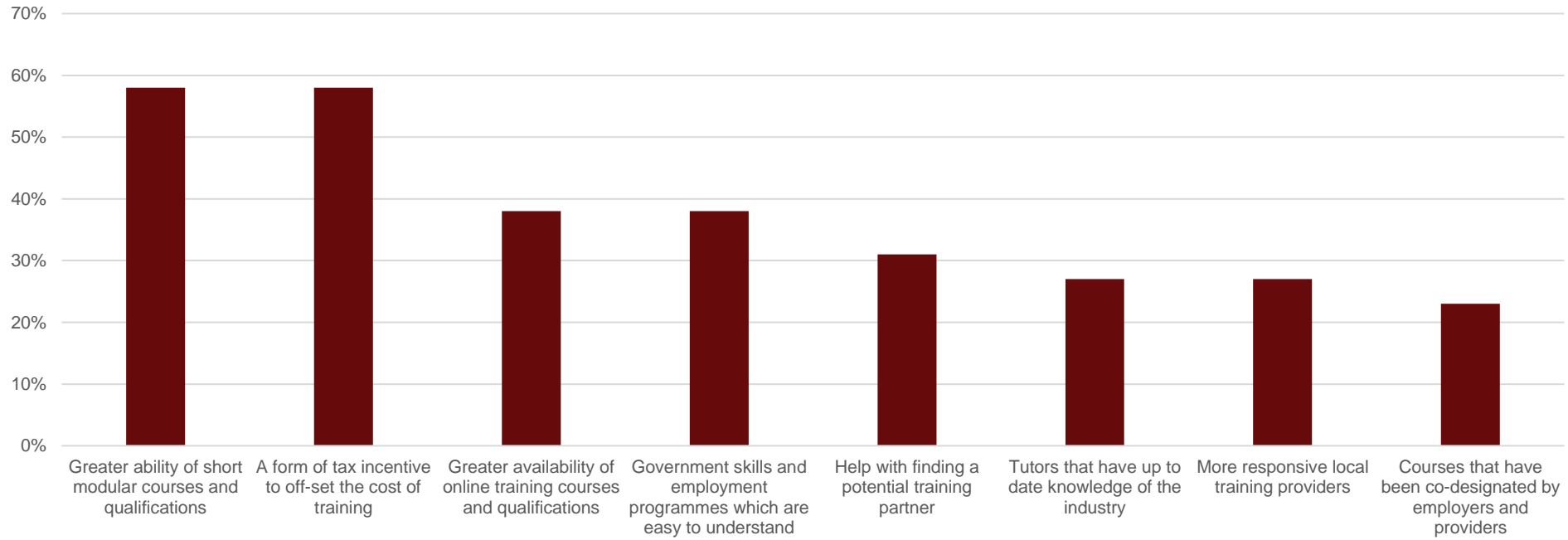
Q9. Which skills do you feel your business will need most over the next 2 to 5 years? Hospitality sector



HOSPITALITY

For the Hospitality sector, there was a desire to see a form of tax incentive introduced to off-set the cost of training alongside greater use of short, modular courses. In part, this was a response to stakeholder anxiety with current training provision, especially apprenticeships. Although employers see the benefits for themselves and staff training through apprenticeships, the 20% off-the-job requirement is a challenge for chefs in particular as it is seen as losing a worker for a day and employers would welcome flexibility here.

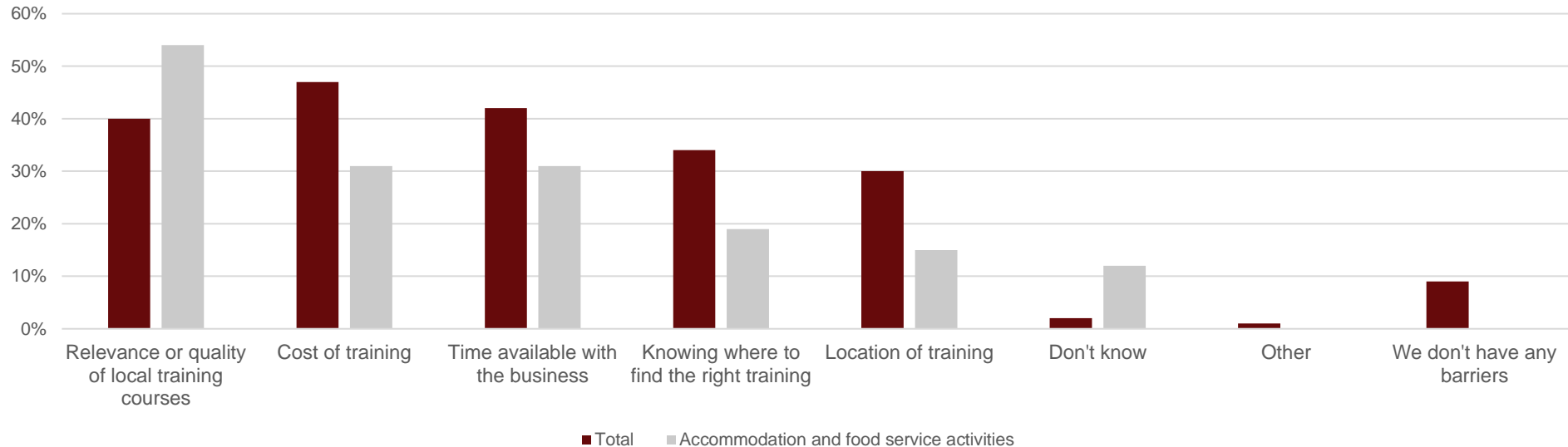
Q10. Which, if any, of the following would help you to improve the skills of your workforce the most? Hospitality



HOSPITALITY

The Hospitality sector placed particular emphasis on relevance and quality of local training as a barrier to training – over half of respondents highlighted this barrier, which was well above the cross-sector average. All other barriers were reported significantly less frequently, and below the cross-sector average. The importance of relevant training was emphasised by UK Hospitality, who argued that there needed to be a more coherent package of training to make hospitality a more attractive career at entry level. This involved protecting technical qualifications at level one and level two (for example, food safety and food hygiene) in order to have a talent pipeline from education into the sector as well as embedding coherent standards within hospitality sector at an early stage.

Q13. What are the barriers, if any, to your business engaging with full and part-time training for staff? Hospitality



CROSS CUTTING THEMES

BUSINESS
LDN

DIGITAL SKILLS

The broad focus of and demand for digital skills was reported as obscuring important differences across skills levels – these should be bucketed into three categories:

- **Entry-level:** such as Essential Digital Skills.
- **Skills needed for specific job roles:** e.g. web design, digital marketing, basic cloud.
- **Advanced:** AI, robotics, data analytics, advanced cloud, advanced coding. This includes sector specific skills such as Autocad and BIM in construction.

At entry-level, current skills provision and training is often too theoretical which dissuades uptake. There were calls for more practical, employer-led digital training at lower skill level.

There was positive feedback on the GLA's management of the GLA's Adult Education Budget in providing the 10% London Recovery Flexibilities, as well as Digital Skills Bootcamps. However, there was calls for a review of the impact and quality of these Bootcamps, especially around ensuring that employment opportunities are available at conclusion and ensuring sustainability of funding moving forward.

FE certification of employer-led digital badges (an indicator of accomplishment, skill or quality) could be a flexible way to demonstrate a learner has desired skill level. Employer partnership can help the development of practical as well as theoretical skill sets, which are vital for employability.

GREEN SKILLS

Green skills are rightly identified as the (often existing) skills required by any employer or sector to better meet net zero or sustainability objectives.

Addressing green skills shortages may not require the development of new courses and programmes but updating existing qualifications and courses to contain a green / sustainability focus. A broad range of examples given here, including:

- **Professional services:** (e.g. financial analysts looking at green and climate related risks and impacts)
- **Construction:** (e.g. skilled craft occupations needing bolt on qualifications around retrofitting homes).
- **Vehicle technicians:** needing to learn EV maintenance.

Carbon literacy and numeracy, as well as lifecycle assessors, were identified as major skills gaps. Potential for carbon literacy to be embedded across all courses (e.g. Morley College is considering this) as well as part of in-work progression, training and onboarding .

Across sectors, companies are increasingly looking to recruit Carbon and Sustainability Managers who bring core carbon literacy skills. However, some employers raised concerns that some sustainability roles are often better suited to people with a technical background who may be unaware of the 'green' application of their skillset and do not apply.

GREEN SKILLS

There is a need to have map future green skills requirements and understand what courses are currently available. There is good work happening on this highlighted locally through the Strategic Development Fund (SDF) – all SRPs and most colleges are engaged with Green SDF activities to help map demand for green skills across London.

Being prescriptive about what ‘green’ is can limit skills developments as the green economy is still evolving and needs flexibility to support this.

It was raised that training providers should focus on providing a good basis and grounding in green skills and competencies at levels 3-5. Training provider specialisms should be delivered on place-based demand and the best use of provider’s available resources.

LABOUR MARKET INCLUSION

The rigid funding models and inaccessibility of provision due to lack of flexibility in delivery act as a barrier to broadening labour market inclusion for minority groups, those with caring responsibilities and people with disabilities.

Flexibility does not mean shifting to a fully online or hybrid/blended model of learning as the issue of digital poverty can exacerbate labour market inclusion challenges. There were calls for employers and training providers to work collaboratively to address issue of digital poverty, providing the most disadvantaged with critical basic skills that can boost their labour market appeal.

Travel acts as a major barrier to increasing participation in training from under-represented groups. Travel bursaries need to be better promoted to raise awareness of their availability.

All of the four core sectors suffer, to some extent, from reputational or perception issues about who the sector is for, the future of the sector and stability of professions. Stakeholder raised the importance of this at two levels:

- First, engaging with schools critical to breaking down perceptions and generating interest for a future talent pipeline. Despite the Baker Clause, it is still too difficult and bureaucratic for employers and providers to gain access to schools.
- Second, at FE level there may need to be a shift away from a sector-led approach to training towards an occupation-led approach and showcasing which sectors need certain occupations and skills to avoid deterring potential recruits entering certain sectors.

LABOUR MARKET INCLUSION

It was highlighted that employees needs greater support from employers past the end of probation 3-month mark – greater use of mentorship schemes will allow employers to better understand individual needs and ways to address any complex personal circumstances.

It was emphasised that different underrepresented groups have different challenges and there isn't a 'one size fits all' solution to increasing labour market inclusion so targeted community outreach is vital, especially in London. For example:

- Over 50s who have left the labour market have a wealth of prior experience and well-developed soft skills to draw upon that make them attractive to employers, but these need to be channeled into building relevant essential skills and technical skills.
- Employers, providers and other key local stakeholder need to collaborate to get more adults without qualifications access to training, which often requires an initial step to breakdown cultural barriers and stigma around entering education for the first time.
- ESOL requirements look different depending on the existing skill and education level of the person, and these courses need to be tailored accordingly.

TRANSFERABLE SKILLS

All stakeholder engagement sessions raised the importance of transferable skills – as vital within all priority sectors and underpinning other cross-cutting themes. However, concern was raised that the adult education budget currently does not support the delivery of transferable skills.

Functional literacy and numerical skills could benefit from more applicability to the sector a person is training in to boost engagement, understanding and interest. However, some providers cautioned that this does raise the question of how such functional skills training could be classified as ‘transferable’. Practical training set within the context of a specific sector could provide the improved applicability whilst maintaining transferability of the core skills.

Transferable skills are often not innate and so ensuring people have these skills requires both a more systematic and integrated approach to 1) teaching them through education and 2) employers continuing that development through their employee Learning & Development Strategies. In some sectors it was pointed out that this would require a cultural shift amongst employers.

The Skills Builder Universal Framework can provide a baseline to develop London’s wider capabilities that brings together employers and providers to align these essential skills to specific sector and occupational requirements.

More broadly, there is a need for meaningful employer encounters in order to build transferable skills and promote labour market inclusion, e.g. workplace placements as part of training. This is dependent on a sufficient level and extent of employer engagement, but employers have a key role in delivering sector specific knowledge to apprentices and new employees so that they can gain core competencies.