

CROSS RIVER
PARTNERSHIP

Consultation: Skills for Londoners

Response from Cross River Partnership (CRP)

21st December 2017

VIEWS AND INFORMATION

The views expressed in this submission are on behalf of Cross River Partnership (CRP) staff as a group of professionals with expertise in urban regeneration and sustainability projects and do not necessarily reflect the views of our funding and Board partners.

In this response CRP is not promoting solutions to the issues being addressed; only suggesting opportunities which could be investigated in the context of central London.

CRP's response to the Mayor's Skills for Londoners Strategy sits alongside responses it has already submitted to the Mayor's Transport Strategy, Environment Strategy and Health Inequalities Strategy.

CRP will also be responding to the Mayor's London Plan, Economic Development Strategy, as well as the 24 Hour London Vision.

For further information on any of the comments made in this document, please do not hesitate to contact:

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WHO WE ARE

[Cross River Partnership \(CRP\)](#) is a public-private partnership that has been delivering regeneration projects in London since 1994.

CRP is currently delivering a range of regeneration programmes in the central London sub-region, which each contribute to the achievement of one or more of these objectives.

- Sustainable employment opportunities
- Economic growth and prosperity
- Air quality and carbon reduction
- Making places that work

CRP is a voluntary association of local authorities, business organisations and other strategic agencies relevant to London. We deliver programmes alongside Transport for London, the Greater London Authority, central London boroughs, and Business Improvement Districts (BIDs).



<p>CRP Partner Boroughs:</p> <ul style="list-style-type: none"> ● Camden ● City of London ● Islington ● Kensington & Chelsea ● Lambeth ● Lewisham ● Southwark ● Westminster <p>Boroughs CRP work with:</p> <ul style="list-style-type: none"> ● Hackney ● Hammersmith & Fulham ● Tower Hamlets ● Wandsworth 	<p>CRP Partner BIDs:</p> <ul style="list-style-type: none"> 1 Angel London 2 Baker Street Quarter Partnership 3 Better Bankside 4 Camden Town Unlimited 5 Cheapside Business Alliance 6 Euston Town BID 7 Hatton Garden BID 8 Heart of London Business Alliance 9 Marble Arch BID 10 New West End Company 11 Northbank BID 12 Paddington Now 13 South Bank BID 14 Team London Bridge 	<ul style="list-style-type: none"> 15 The Fitzrovia Partnership 16 Vauxhall One 17 Victoria BID 18 WeAreWaterloo <p>CRP Strategic Partners:</p> <p>Greater London Authority Groundwork London London & Partners Network Rail Transport for London</p> <p>CRP Accountable body:</p> <p>Westminster City Council</p>
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With this partnership, CRP is uniquely placed to coordinate businesses, boroughs, and community groups who call London home to deliver employment, community cohesion, good growth, environmental sustainability and other interventions.

Cross River Partnership has a long track record of delivering employment programmes to support unemployed and economically inactive Londoners into sustained work. Through our Recruit London programme, we have worked with landowners and Business Improvement Districts since 2009 to help employers to recruit. We have provided the skills candidates need to enter and sustain in work, picking up where formal education and training left off. Employers have directly inputted into the development of our training, and through this we have learnt the importance of attitude, behaviour and motivation over or alongside accredited training and experience.

Information on CRP's projects and programmes can be found in Appendix A.

The Mayor's Skills for Londoners

CRP's welcomes the Mayor's Skills for Londoners, and our response to the consultation questions are set out below.

Q1 Is the draft vision appropriate for the challenges and opportunities London faces and how can it be improved?

The vision statement is appropriate, and it could be extended to encompass the need for London to remain a competitive world-class city:

....economy, and making sure London has all the skills it needs to continue to compete successfully as a world class city".

Q2 Do the three over-arching priorities address the challenges London will face delivering the vision? If not, please explain what changes might be needed.

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

Yes, we believe that the priorities set out do encompass what London and Londoners need.

Q3 How should we measure success against the vision? What are the most important indicators of change the GLA should measure?

Success against the vision should be measured in a variety of ways, but could include elements such as:

1. An increase in the number of relevant apprenticeships taken up by Londoners and improved completion rates, which will demonstrate an improvement in how apprenticeships are valued by both employers and Londoners.
2. An increase in the number of Londoners taking up apprenticeships at age 16-19, showing that they are becoming an alternative to further education.
3. An increase in the number of students with Level 3 qualifications taking up apprenticeships at age 18, demonstrating their status is improving an alternative to university.
4. An increase in the number of applications for apprenticeships.
5. An increase in the number of further education courses taken up by Londoners and improved completion rates which will demonstrate the increased participation rates and motivation by Londoners to complete courses. The number of people from underrepresented groups and communities should be split out and monitored separately.
6. The reduction in the percentage of employers reporting a "skills gap", which will show that skills shortages are being reduced.
7. An increase in the amount of funding that employers are spending per person on training.
8. Improved feedback on the usefulness of the careers advice provided, measured against a current baseline to show that this is fit for purpose.
9. Progression in work, measure through increased salary and movement into more senior roles, for those who are completing courses whilst in work.

4. What are the most important actions London can take using its devolution powers to achieve a more integrated skills and employment offer for adults?

CRP welcomes the devolution of skills to London. We believe this has the opportunity to provide a more targeted and fit for purpose skills offer in the capital, helping reduce the skills gap and supporting more Londoners to gain the skills they need to enter and progress in work. This will support London to continue growing in years to come. Actions that could be usefully taken to maximise the impact of the devolved powers include:

1. Develop stronger and deeper links with London’s employers, to fully understand their skills and recruitment requirements now and in the years to come. This will enable the skills system to be shaped to be fit for purpose.
2. Challenge employers to participate in shaping the skills landscape if they do not find it fit for purpose, and help to raise aspiration and achievement amongst those studying.
3. Develop and maintain effective ways of measuring demand for training amongst Londoners, including monitoring the take-up of the provision which is currently available and surveys or other methods to understand desire for courses which are not available.
4. Develop and maintain an effective pan-London network of colleges and training providers, to enable the collection of intelligence on what is happening “on the ground”, share best practice and capacity build.
5. Assess the take-up of provision which is available and completion rates, and direct resources to boosting learner numbers where needed if take-up is poor to help reduce skills gaps. This is vital, as there can be world class skills provision and countless jobs available but if people are not accessing the provision available, skills gaps will continue and the economy will suffer.
6. Review the location of adult education facilities across the capital, and travel-to-study patterns to understand if sufficient provision is currently in place.

Priority One: Empower all Londoners to access the skills to participate in society and progress in education and in work

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

Q1.1 Do the three objectives address the issues that make it difficult for some Londoners to access education and skills?

Yes, we believe the objectives address the issues that make it difficult for Londoners to access education and skills do.

We strongly welcome the development of an all-age careers service – this will help school students and adults to increase their understanding of labour market and make the right next step for them. The careers service can be a vital first point of contact for those looking to move back to work, and can play an important role in signposting Londoners to the myriad of provision in place across the capital providing useful referral routes into good quality provision. For example, our Recruit London project advertises the vacancies we open up with the National Careers Service. People accessing those going on to access our service will receive job-focused training and support to help them access these.

Q1.2 Will the actions have an impact on the ability of Londoners to participate in society and progress to education and work?

Yes, the actions set out will help Londoners to progress to education and work.

Q1.3 What are the most important actions and priorities that will improve engagement in learning?

London must receive a fair settlement in the UK Shared Prosperity Fund, to replace the European Social Fund monies it will lose after our exit from the European Union.

The action to improve provision of affordable early years provision for the most disadvantaged families is of particular importance. Our Family Friendly Employment toolkit provides a guide for employers on how to recruit and retain more parents and carers. Through our Recruit London project we negotiate to secure job vacancies which meet the need of working parents (e.g. fixed 10am-2pm jobs). Our focus on local recruitment via the Recruit London project means parents and carers can work near home, reducing travel costs and time to make work more feasible. However, alongside this parents must have access to affordable and quality childcare to enable them to develop skills, start or remain in work. For individuals their commitment of time and money to training must be valued, useful and directly beneficial to their future career prospects.

Recruit London

Our Workplace Coordinators work with a wide range of local partner organisations to engage residents then provide training and support focused on the jobs available. Alongside this they work with local employers to access their job vacancies, encouraging them to change their assessment techniques to make them more inclusive to our candidates and recruit based on potential rather than experience and qualifications. This gives candidates a foot in the door they would not have if applying through usual routes with lengthy online application forms, rigid entry requirements and automated screening processes. We continue to provide support to both employers and candidates for six months after they start in work to help make placements a success.

For more information visit: <https://crossriverpartnership.org/projects/recruit-london/>

Projects which specifically target disadvantaged groups are also of great importance. We know a one size fits all approach does not work. Through our CamdenAbility project we are increasing the number of jobs available for Camden residents with disabilities and health conditions, working

closely with employers and the Business Disability Forum to do this. A specialist and personalised service is being provided to the candidates accessing the project, and we are working alongside employers to and the Business Disability Forum to access vacancies and ensure appropriate support is in place to meet the needs of our candidates.

CamdenAbility

Through our CamdenAbility project we have created a network of employers committed to becoming more disability smart. Partnering with the Business Disability Forum, members have access to disability awareness training; networking and knowledge sharing events; and consultancy. We have worked with them to open up work placements and vacancies within their organisation for local disabled residents. The network comprises over 20 cross sector employers in Camden including Waitrose, Caterlink, University College London, Unison, The Francis Crick Institute and Laing O'Rourke and Apleona.

After engaging local residents with disabilities and long term health conditions, our Workplace Coordinator carries out a comprehensive work-focused assessment, then provides the support needed including boosting confidence and motivation before placing candidates into work placements and jobs. We work with employers to advise on any adjustments needed to help the candidate succeed, and continue to offer support to both the employer and candidate once they have started. The project is funded by Camden Council.

Q1.4 What do you think motivates people to participate in learning?

There are many varied factors that motivate people to engage in learning. The perception of value is extremely important, with the training needing to be cost effective in terms of the time and money that people put into it. It must provide them with the skills and qualifications they need to find or progress in work, and must be valued by employers to help their chances of gaining a job.

Where learning takes place through the workplace, the extent to which the employer values the training is of huge importance, as well as the individual being able to see how it will impact on the delivery of their current job or their future progression prospects.

Training being well delivered and engaging is a motivating factor to any training being completed.

Training can also prove a useful tool to reduce social isolation, improve wellbeing, increase a person's social network, introduce routine and help people who are not working re-engage. These aspects should not be undervalued, and not all training needs to result in a job to have a positive impact.

Q1.5 What barriers to participation in learning to Londoners face?

There are numerous barriers to learning that people face.

Frequently people have been through a number of training courses that they may have been advised or mandated to attend via the Jobcentre or other statutory bodies. These courses not having a positive outcome and not moving people into work or a positive destination leads to frustration, fatigue and a lack of motivation which poses a real barrier to future participation. The first step in our employment and training projects is to build rapport and confidence with candidates, demonstrate the success we have achieved, and provide short intensive support which quickly leads to real employer interviews and jobs to keep motivation.

Time can be a huge barrier, especially for those who are parents or with caring responsibilities. When training courses are not held at an appropriate time, or there is travel cost and time involved this can cause a further barrier.

People can be very reluctant to take out a loan for learning, especially when they do not have any guarantees of what the training will provide for them – especially for those in current financial difficulty, taking out a loan does not seem a viable option.

Frequently the candidates we support have not achieved Level 2 in English and Maths, which is often an entry requirement for further learning and for many jobs. We encourage employers not to screen on this basis.

Q1.6 What could the Mayor do to improve the careers information, advice and guidance offer?

The priority to work with the National Careers Service to improve the London careers offer is essential. Currently service is not fit for purpose, both for younger people and adults. The service for the two groups is not coordinated meaning that opportunities for joint working and beneficial links are not exploited.

Through the service, face-to-face guidance is often limited to certain priority groups or those who have never accessed the service before. This can act as a barrier to those who need more intensive support, who have fallen out of work after previously receiving support, or wish to change career.

The NCS can play a key role in capturing useful data on the skills gaps and barriers to work or learning that Londoners have, and attitudes of young people towards further education, apprenticeships and certain careers. This can be fed back to the Mayor and providers to inform provision and actions taken to meet this strategy's objectives. The Mayor can then provide useful, up to date and understandable information about the London careers market back to the NCS, and partner to provide careers workshops and information to all NCS advisors on the London careers markets, and with employers.

The advice provided through the careers service must have a demonstrable impact on the person's understanding of their career options, the next steps available to them and improve the change of them moving into work. The Mayor can play a key role in the quality control of the advice provided in the capital to ensure it is fit for purpose.

Q1.7 What/who should our priorities be for ESOL funding?

Provision of ESOL is vital to enable people to fully engage in society, take up further learning and return to work. Through our Recruit London project we find that an increasing number of candidates have ESOL needs which act as a barrier to them returning to work, and often courses are oversubscribed.

A range of ESOL provision should be provided from part-time courses of a longer duration (that would be suitable for people in work to improve their English and progress in work, or for parents who cannot commit to full time provision), to intensive full time courses for those who need to quickly improve their English in order to return to work. As a last step into work, work-focused ESOL courses can be of great use. These combine students learning the language used in a specific sector, developing an understanding of that sector, preparing for interviews, leading into real interviews with an employer. Provision should also be delivered in a series of settings including community settings, alongside formal classroom based learning.

Free ESOL provision should be significantly increased for all groups, helping reverse the 60% decline since 2009 in public spending. Free, low-cost or employer-funded provision should be available to those in low paid work to enable them to gain the skills they need to progress.



Mohamed was supported into work at the Hampshire hotel through our Recruit London project, by our Workplace Coordinator based with Business Improvement District Heart of London Business Alliance. When we first met him, his level of English was such that his wife accompanied him to our meetings to support him. He urgently needed to find work, so we sourced vacancies for him at very short notice. We arranged an interview for Mohamed at the Radisson Blu Edwardian Hampshire Hotel and he was successful for the role.

Kumar Mishra, General Manager of the hotel said that Mohamed “has been a great asset to our team and we thank Heart of London for helping us find such an amazing member for our team. I wish we can find more people in the Hospitality industry who have the same attitude and character.”

We secured a positive outcome for Mohamed, but believe sufficient ESOL provision should be in place to enable other candidates like him to improve their English to a level that they can access our services and the vacancies we secure.

Q1.8 How best can we meet the education and training needs of people with a special educational need or disability?

It is vital that education and training for people with a special education need or disability should enable and encourage progression into work, to stop people from repeatedly attending courses with no positive outcome.

Cross River Partnership is currently delivering a project to support candidates with disabilities and health conditions into work, Camden Ability. We have found the involvement of employers is needed to generate employment outcomes for our candidates, so we can help them to shape their assessment and support mechanisms in place so they are fit for purpose, and advocate on behalf of candidates. Our positive attitude that we can achieve job outcomes for our candidates makes a real difference, alongside the flexible support we provide.

CamdenAbility

Joseph, 39, has a learning disability and had never worked before registering with CamdenAbility. We engaged Joseph, worked with him to understand his career ambitions and provided one-to-one support.

Due to his preference for a cleaning job, we brokered a role with CamdenAbility member Apleona, a cleaning and maintenance contractor at the Francis Crick Institute. Apleona agreed to implement a flexible approach and adapted their normal recruitment process, removing a number of barriers presented by the process for applicants with additional needs. Rather than relying entirely on the results of a competency based interview, Apleona met with a local CamdenAbility candidate, Joseph, for an informal meeting, progressing to a short work trial where he was able to demonstrate his ability, and be assessed for the role. After the successful work trial, he was offered a permanent position and began working. We advised Apleona on small adjustments needed in order for Joseph to understand and fulfil his daily tasks.



CRP's innovative disability employment initiative CamdenAbility delivered in partnership with Business Disability Forum, is funded by Camden Council and supported by the Department of Work and Pensions. For more information visit: crossriverpartnership.org/news/camdenability-and-the-francis-crick-institute/

Q1.9 What should the priority be for Adult Community Learning provision and how can we measure the impact in London?

Cross River Partnership recognises the importance of Adult Community Learning as a way to improve health, wellbeing and reduce social isolation.

The groups included in the report who have lower basic skills should be a priority for provision (including people with disabilities, ethnic minorities, people born outside the UK and the unemployed). As the retirement age increases, the type of job roles available change due to automation, and working patterns change people will need to keep learning during their lifetime and change careers. Therefore, we would consider older people (both those who are working and those unemployed or economically inactive) an important priority for ACL as an important first step in taking up more formal training.

There are a variety of ways to measure the impact, but these could include:

- Number of people taking up courses who have not engaged in learning for a number of years (e.g. those who have not carried out any learning for 10 years)
- Number of people taking up courses who are economically inactive, and unemployed
- Research carried out with a sample of students completing ACL to assess their health, wellbeing and social integration at the start of courses and the end, including their drivers for participation (although the measurement of this should be proportionate as often lengthy assessments at the start and end of courses can be a barrier to learning)
- Tracking and analysis of destination data for those completing ACL

Q1.10 How can we improve pathways in and transitions between schools and colleges to improve outcomes for young Londoners in post-16 education?

We believe the plan to initially commission research on this issue is the right approach, due to the complex landscape. Post-16 provision is extremely varied across London, with some boroughs having strong sixth form provision within their schools, and in others students needing to move institutions to access further learning.

The re-introduction of the NCS as a comprehensive offer will be key in smoothing the transition, and it is important advisors develop strong local knowledge of the support available. Moving from one education institution to another can lead to disengagement, so advice and support should be focused on this transition point and early months (including during the summer holiday if needed to ensure a positive transition). The involvement of employers throughout school will also help pathways, as people will have a stronger understanding of careers available and the steps they need to take to access these.

Priority 2: Meet the needs of London’s economy and employers now and in the future

Objectives	Action - The Mayor will:
<p>Objective 4: Promote productivity by supporting employers to develop and make the best use of the skills of their current and future workforce</p> <p>Objective 5: Work with employers to ensure the devolved AEB and wider technical and vocational education system delivers for the London economy</p> <p>Objective 6: Increase employer engagement to improve the relevance and quality of training in some of London’s key sectors and occupations</p>	<ol style="list-style-type: none"> 1. Ask government to devolve the Apprenticeship Levy to create a Skills Levy for London. 2. Call on government to provide flexibility on the planned 10 per cent limit that levy-paying employers can direct from their levy account to non-levy paying employers. 3. Promote investment in skills, workforce development (including apprenticeships) and inclusive employment practices by employers through the Good Work Standard. 4. Encourage increased employer engagement with schools and colleges through the London Careers and Enterprise Adviser Network. 5. Seek to improve information and data on occupational skills needs from employers in London, working with employer representatives and Sub-Regional Partnerships. 6. Create a London sector-skills board to advise on aligning skills provision with industry requirements in key sectors in London. 7. Deliver a Digital Talent programme. 8. Establish a Construction Academy scheme with the housebuilding industry. 9. Work with Creative Industry leaders to develop sub-sector skills plans. 10. Work with further strategic sectors in London to improve the relevance and quality of training and meet skills needs.

Q2.1 Do the three objectives address the needs of employers and the economy?

Yes, the objectives set out meet the needs of London’s economy and employers now and in the future.

We welcome to the introduction of the Good Work Standard particularly, and the inclusion of flexible opportunities for parents as part of this. Our Recruit London project works closely with employers to ensure their recruitment methods are inclusive, to support disadvantaged candidates into work – many traditional recruitment methods act as a barrier to those with lower skills or qualifications and limited experience. Paying the London Living Wage, offering fixed contracts rather than zero-hours, and directly employing staff rather than doing so via a self-employed or agency model should be included as elements within the standard.

Family Friendly Employment Toolkit

Cross River Partnership developed a Family Friendly toolkit to highlight good practice in family friendly employment policy, to help businesses to recruit and retain parents and carers.

The document sets out the business case for becoming more family friendly.

Case studies were developed with a range of employers from various sectors and sizes including Nickelodeon, The National Gallery, Royal Opera House, micro theatre company Improbable, and charity The Abbey Centre.

This is used by our Workplace Coordinators when engaging with businesses, as a tool to help them consider the policies they offer.

To view the toolkit please visit:

https://crossriverpartnership.org/media/2017/12/WCC_Cross-River-Partnership-Family-Friendly-Employment-Toolkit-Nov-17.pdf

We would welcome the Digital Talent programme being open to people of all ages, not just young people. The entire workforce will need to keep their skills current, embrace new technology, and change careers within their lifetime. Therefore, programmes should be open to people of all ages to prevent older workers from becoming disadvantaged in the workforce.

Q2.2 Will the actions on business productivity, the availability of technical skills and the relevance of training for our economy?

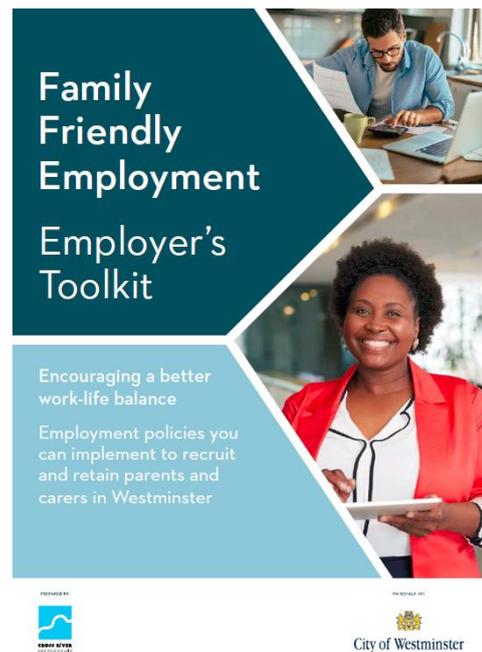
Yes, the actions set out should have an impact.

Q2.3 What are the most important actions and priorities that will address the skills and training needs of the economy?

The most important action is to increase the total resources devoted to the skills and training needs in London. Widening the scope the Apprenticeships Levy in London (so it can be used for skills more widely or for SMEs), increasing the number of apprenticeship, and improving both the take-up and completion rates of these is extremely important. Apprenticeships Levy paid by London employers not being used in the capital would be a massive missed opportunity to decrease the skills gaps.

Q2.4 What is working effectively in the skills system in meeting London's business needs and how can this be built on?

There are a number of elements in the current skills system which work well at present. This includes the wide range of courses on offer at different levels for various skills and economic sectors; pockets of strong specialist provision, and a growing role being played by higher education institutions providing non-degree skills training (e.g. the South Bank University).



Q2.5 What changes are needed in further education to better meet the needs of employers and businesses?

A number of changes are needed to better meet the needs of employers and businesses. This includes increasing resources for ESOL and basic skills; more specialist colleges and provision delivering the most needed and future skills of London's economy; more in depth engagement from employers in skills training; and increased take-up of provision to improve the take-up of provision to increase the flow of candidates with the right skills through to work. Continual improvement of provision is vital to make sure it meets the needs of employers and provides best value for money.

We work with employers to recruit based on behaviours and competencies, rather than qualifications and experience, and shape our training to meet the needs of employers. Further education should support the development of the required behaviours needed for work alongside formal qualifications and skills (e.g. creativity, commitment, appetite and ability to continue learning, judgement/decision making, the ability to work well as part of a group).

Recruit London – Veolia

We have recently worked with Veolia to help them to recruit 9 street cleaning operatives, who were previously unemployed or economically inactive. We shaped our training based on Veolia's recruitment needs – fully explaining to our candidates what the role would involve, and helping test and develop the commitment needed. This effective preparation has helped Veolia to recruit for hard to fill roles. For more information please visit: <https://crossriverpartnership.org/news/recruit-london-and-veolia/>

Q2.6 What acute skills issues exist that need to be addressed for particular sectors in London?

There are many areas where acute skills issues exist across London. Cross River Partnership has worked closely with employers in the retail and hospitality sectors for many years, and there have been growing skills gaps and employers face increasing challenges recruiting. To some extent this is due to a lack of suitable provision which effectively prepares candidates but is also largely due to lack of people taking up the provision which is on offer. These industries will face growing skills gaps as tasks are increasingly automated, meaning that staff who remain will need to demonstrate higher level skills using their judgement, customer service, technology support. Alongside continued development of provision, the promotion of careers with skills gaps is vital.

Electric Vehicles

Cross River Partnership has been running demonstration projects for eight years to introduce and gather evidence on electric vehicles and electric freight vehicles. There has been a strong appetite from the industry and clear environmental benefits demonstrated through the projects. However, for these benefits to materialise, severe skills gaps around the development, maintenance and repair of electric vehicles need to be addressed. We must develop the right skill sets in the UK to meet this gap.

At present, there are skills shortages in trained mechanics who can maintain electric vehicles. In addition, large freight vehicles must be retrofitted to make them electric, and there is such a shortage of skills to do this in the UK, vehicles have been shipped to Europe for this to be carried out.

A growth in electric vehicles will contribute to improving London's air quality, and we need the skills in the capital to develop and maintain these. The UK's industrial strategy aims to make the UK a market leader for electric vehicle manufacture, including in the development of batteries for the vehicles but we do not currently have the skills to achieve this. There are also general skills lack for commercial fleet drivers around the safe charging and maintenance of electric vehicles which needs to be addressed.

Cross River Partnership would be delighted to work with the Mayor to research the skills gaps around electric vehicles (including freight vehicles) and develop a strategy to address these. For more information visit: <https://crossriverpartnership.org/projects/freight-electric-vehicles-in-urban-europe/>

Q2.7 What more could be done to encourage employers to further invest in the skills of their workforce?

A key way to encourage employers to invest in the skills of their workforce is to use publicly available resources to provide advice and guidance to them on the business case for training, how to best create and run training to bring real benefits to their workforce, and matching them to good quality training providers to do so. A large number of employers who have paid the Apprenticeships Levy are not on track to use the full amount they have paid, and it is unlikely that will want to forfeit this money. Therefore, by providing the right advice about how best to use this money it should increase the investment in London.

Employers may be reluctant to offer apprenticeships due to low numbers or poor quality of applications they have historically received. Using the other methods outlined in the Strategy to raise the profile of apprenticeships and boost the number of young people applying should also increase the appetite of businesses to offer them.

The Mayor's role in lobbying the Government to extend the two year period in which the levy can be spent and widen the uses it can be spent on, would allow time to develop and implement suitable training initiatives.

Q2.8 What more can be done to achieve greater employer engagement in the design and delivery of training provision in London?

In order to achieve greater employer engagement, the Mayor could ensure appropriate levels of funding are available to advise businesses on the business case of training and help them design and deliver training or link them with an appropriate provider to do this (as above). A promotional campaign could be run to achieve this, to encourage employers to take advantage of training and help them understand the business case.

Employers will often disengage if they do not think that training has an impact on their staff or is not worth the time and money they invest in it. Therefore, the Mayor can take a role in ensuring provision is of good quality to maintain continued engagement from employers. We have worked with employers over a number of years on our Recruit London project, because we have understood and met their recruitment needs.

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

Objectives	Action - The Mayor will:
Objective 7: Help improve access to information to support learners and employers to make informed decisions and to enable a more strategic approach to commissioning skills provision	1. Create a London Skills and Employment Knowledge Hub, an online platform, which will present employer occupational demand data (current and future), along with wider labour market information and data on skills and employment provision in London.
Objective 8: Improve progression pathways into intermediate and higher-level skills	2. Create a more collaborative and strategic skills system in London, which considers London's specialisms, particularly in key sectors of growth, in close partnership with providers in preparation for implementation of the new Technical-Level qualifications.
Objective 9: Raise the quality of facilities, teaching and leadership in London's further education sector and ensure its sustainability	3. Raise awareness of the benefits and need for regular re-skilling and up-skilling and promote access to available sources of financial support, such as Advanced Learner Loans, to increase the take up of intermediate and higher-level skills
	4. Help spread best practice across the London school's system to improve attainment at 16, so that more young people are equipped with the necessary skills needed to achieve a Level 3 equivalent qualification by age 19
	5. Promote and support the establishment of Institutes of Technology (IoTs) in London, particularly in digital and technology, life sciences and higher-level construction.
	6. Champion high quality further education in London, by supporting its infrastructure through capital funds and recognising the best quality institutions through accreditation, such as via the Mayor's Construction Academy Scheme.

Q3.1 Do the three objectives address the challenge of improving London's skills and education system?

The objectives outlined will, in part, address the task of improving London's skills and education system. The challenge will be to ensure that the devolved powers really make a difference, and that the provision of education for young people remains closely aligned to that for adults after devolution.

Q3.2 Will the actions do enough to improve the city's skills offer?

The actions outlined will make a substantial, positive difference to the skills offer. However, due to the long history of the UK not valuing non-university and adult education it is likely that change will need to be over a longer period.

Q3.3. What are the most important actions and priorities that will improve how the city organises technical skills and adult education?

The most important actions to address technical skills and adult education are:

- Ensure sufficient resources are directed towards delivery of this Strategy
- To provide better forecasting on future skills needs and a better match between provision and need – providers could be incentivised to develop new provision where this requires significant investment upfront, and the capital investment can be used to help develop teaching facilities to address skills gaps in modern technology
- To provide sufficient coordination across London
- To make the best use of the Apprenticeships Levy, with as much control devolved to London as possible

We are pleased to be supporting the Mayor's construction academy scheme to help address skills gaps in this sector, feeding in our knowledge from pan-London programmes supporting Londoners into the construction industry.

Q3.4 How can London better use data to achieve a more strategic approach to skills?

Good quality data is vital to enable the development of a strategic approach to skills. Initially, a review of what data is being captured is needed to ensure this is fit for purpose and provide a baseline. The collection of additional data should be considered through the comprehensive NCS as

part of the roll-out. Partnering with higher education institutions should be considered to help collect and analyse high quality data.

Q3.5 Which national/international examples of skills systems could London learn from?

The most well known example of a strong skills system is Germany, and this could be examined further to understand how this system operates and how it encourages employers, students and their parents to value apprenticeships. Switzerland also has a strong apprenticeship system which could be studied.

Many of Cross River Partnership's projects involve working with other European counties to share knowledge and good practice, and learning from this to bring benefits to London. For example, our current [FREVIEW project](#) is comprised of 32 local and European partners from both the public and private sectors concentrated around the cities of Amsterdam, Lisbon, London, Madrid, Milan, Oslo, Rotterdam and Stockholm. Through our [Freight TAILS project](#) we are working with partners in Belgium; Poland; France; Netherlands; Italy; Croatia; Romania; Estonia; and Sweden. We would be delighted to support the Mayor to capture good practice from other European countries on skills to help improve the offer in London.

Q3.6 What are the challenges and opportunities involved in creating a more strategic and outcome-based approach to commissioning?

The main opportunity from a more strategic and outcome-based approach to commissioning will be to better match the skills provision available to employer need, taking a comprehensive view across the capital of the provision on offer and rewarding providers for progressing learners into work. It will enable the Mayor to support the development of new Technical-level qualifications to meet skills shortages. The devolution of the Apprenticeships Levy to London, and the widening of what this can be used for will provide a useful

The challenge will be to agree the outcomes that should be funded, beyond moving to further education and into work. Collection of data to show the outcomes achieved must be proportionate, so prevent lengthy assessments carried out at the start and end of learning for short courses which can create a barrier to employment.

Cross River Partnership has delivered numerous outcome-funded programmes focused on supporting unemployed and economically inactive residents into sustained employment, including the Into Work programme covering central London - <https://crossriverpartnership.org/projects/into-work/>. Our experience is that outcomes-based commissioning is a useful method to drive up performance, but can also lead to cash-flow issues, especially for smaller providers, as there is likely to be a delay in outcomes being achieved compared to when funding was initially invested – one way to address this is through providing more regular payments for smaller providers and ensuring an adequate proportion of the funding is paid for outputs earlier in the client journey. There is a risk that it also leads to providers selecting candidates nearer the job-market, which can be addressed through putting in place targets or scaled outcome payments for different priority groups.

Q3.7 What steps can be taken by further education institutions, in terms of improving teaching/leadership and physical resources, to develop more industry-relevant skills

Further education institutions should make full use of the Mayor's support for investment in infrastructure and improved facilities. This should include the development of new facilities which enable them to teach skills gaps priority areas, including facilities to teach new technologies (e.g. 3D

printing, electric vehicle maintenance). Best practice can be usefully shared between education providers to improve teaching and leadership.

Q3.8 Should there is a specific focus on post-16 teaching and leadership and, if so, what should this look like?

Adult education is hugely important and there are significant opportunities with the devolution of the Adult Education Budget. However, post-16 education should be a priority for the Mayor. Around 46% of Londoners going to university, a majority, 54%, do not. For too long, their needs have been given far less priority, impacting London's economy through the creation of skills gaps.

It is essential that key that all students hold the basic skills they need to progress to further education and then enter work. The long term objective should be to create a system of further education for the majority of Londoners not going to university, which at least matches the levels of investment, the quality of facilities and teaching, and the importance attached to it as a major determinant of London's future success and prosperity.

About our organisation

Name of organisation: Cross River Partnership

Type of organisation: Other

Sector: Public/Private Partnership

Geographic area of focus: Local, focusing on central London – Camden, City of London, Islington, Lambeth, Lewisham, Kensington & Chelsea, Southwark, Westminster

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We confirm that we are happy to be contacted on behalf of the GLA about any future actions related to Skills for Londoners.

Appendix A

How CRP operates

CRP develops, fundraises for and delivers programmes that add value at a sub-regional level to the individual activities of its public and private partners. CRP operates with Westminster City Council as its legal authority.

CRP delivers projects via a number of programmes targeted at addressing various social, community, health, business and environmental regeneration issues in central London. The following is a summary of programmes delivered:

Recruit London

Recruit London is a free local recruitment service for businesses. Our workplace coordinators train and place out of work residents into jobs across central London. Our recruitment service appeals to the following groups:

Employers

The Recruit London service is free to employers and CRP offers up to six months of work place mentoring, mock interviews and a tiered assessment process.

Partners

Our referral partners include a number of Business Improvement Districts, charities, the Job Centre and the Business Disability Forum. The relationship works a number of ways: we provide and receive candidates, and provide workplace coordinators to conduct work placement days onsite when a number of vacancies need to be filled.

Jobseekers

Our workplace coordinators get to know jobseekers so they can match skills with suitable full and part-time vacancies, for paid jobs, apprenticeships, work experience and other work opportunities.

We have developed a family friendly employment toolkit for employers via this project, to help them to recruit and retain parents and carers.

Greening the Business Improvement Districts (BIDs)

Over the past five years, supported by seed funding from the Mayor of London, Drain London Fund and Natural England, Cross River Partnership has coordinated The Greening the BIDs Steering Group, bringing together Business Improvement District to deliver 19 Green Infrastructure Audits and 16 GI installations, including rain gardens, green walls and green roofs, across central London. The Living Wall on the side of the Rubens Hotel in Victoria is one high profile example.

Central London Sub Regional Transport Partnership (CLS RTP)

CRP facilitates this partnership of the eight central London boroughs (Camden, City, Islington, Kensington and Chelsea, Lambeth, Southwark, Wandsworth and Westminster) on behalf of Transport for London. The partnership undertakes research and trials innovative schemes involving both Local Authorities and BIDs to support growth and place making, encourage uptake of active and

sustainable transport modes, improve air quality, and make the transport system more efficient. The partnership has facilitated:

- A secure cycle parking demand and feasibility study
- An area-based delivery and servicing review
- A waste consolidation improvement programme
- European funding for tailored freight logistics programme (FreightTAILS)
- A scoping study for a Low Emission Neighbourhood

Freight TAILS

CRP has successfully levered in funding from URBACT III to deliver Freight TAILS - Tailored Approaches to Innovative Logistics Solutions. Freight TAILS will share best practice and learning between 10 different European cities, and write this up in the form of city-specific Integrated Action Plans to achieve freight management that is as consolidated, clean and safe as it can be.

Freight Electric Vehicles in Urban Europe (FREVIEW)

CRP is the lead partner for this 30-strong trans-national partners Programme to trial different sizes and types of freight electric vehicles across 8 countries across different climates, industry sectors and policy environments. Detailed statistical results are available showing the real contribution that freight electric vehicles (including large electric vehicles) could make to air quality and a cleaner London. This programme is funded by the European Union's Seventh Framework Programme.

West End Partnership Freight Programme (WEP)

As part of this work, WEP have set up Freight Group to pull together all the current projects working to reduce freight. The development of a plan to 2020 will ensure that enough is being done to keep the West End moving, with goods and services coming and going efficiently. The programme will look at reduction, re-timing and consolidation of freight movements, in addition to increasing ultra-low emission vehicle projects to deliver commercial, health and air quality benefits.

Smart Electric Urban Logistics (SEUL) – The SEUL project is part of the Low Emission Freight and Logistics Trial funded by the Office for Low Emission Vehicles in partnership with Innovate UK. SEUL provides an innovative set of solutions which will support this change and make a vital contribution to cutting emissions in central London. It will also provide a scalable set of outputs which other logistics and freight operators can implement to improve their vehicle fleets and ultimately the environment.

Clean Air Better Business (CABB)

Fresh from the success of Clean Air Better Business Phase 1, CRP is now delivering Clean Air Better Business Phase 2 with 18 inner London boroughs and BID partners, funded by the Mayor's Air Quality Fund. An exciting programme of collaborative behaviour change activities is being delivered with business over the next three years.

New West End Air Quality Strategy

Cross River Partnership is working with New West End Company to deliver a strategy to improve air quality in the busy West End shopping area. This Air Quality Strategy aims to deliver a significant

reduction in air pollution between 2016 and 2020. It complements the action that will simultaneously be undertaken by public authorities, including Westminster City Council and Transport for London. Initiatives of the program include:

- Consolidating suppliers (via the West End Buyers Club)
- Developing and implementing Delivery and Servicing Plans
- Providing cycle-friendly workplaces
- Encouraging visitors to arrive in the West
- End using low-emission travel modes

[Oxford Street West Business Engagement Research](#)

Extensive research with businesses within the district to understand their current procurement and resultant deliveries and servicing activities. Discussing the issues around high volumes of freight and servicing vehicles in the district, and helping businesses consider implementing more efficient practice

[Heart of London Deliveries, Waste and Recycling Plan](#)

Development of a plan to reduce the visibility and volume of delivery and servicing vehicles in the Heart of London area; plus a reduction in the visibility of waste on the street.

4-year programme to support the delivery of this plan by engaging businesses through a variety of measures including preferred supplier schemes; waste reduction; reduce personal deliveries to the office.

Through these projects Cross River Partnership has developed tools which provide practical advice to businesses on how to improve air quality and reduce local congestion. These actions benefit CRP's BID and borough partners as well as the businesses that implement them through improved operating efficiencies; improved staff health and an improved business environment. They are designed for use by any business, including being 'light-touch' for businesses that may not have sustainability resource.

deliverBEST

Cross River Partnership has developed an online tool that enables businesses to very quickly identify relevant actions they can take to improve the efficiency of their deliveries, save money, reduce congestion and cut air pollution. www.deliverbest.london has been developed based on CRP's experience working with over 50 businesses across central London and Europe.



CRP's deliverBEST business engagement team also support business to act on recommendations made by delivering bespoke 1:1 support, providing implementation insights, measuring results, and creating case studies to promote the impact of actions taken.

[West End Buyers Club](#)

Cross River Partnership developed the West End Buyers Club (www.westendbuyersclub.london) shared supplier scheme for New West End Company. The tool has been reducing the number of waste and office supplies delivery trips across the West End and is now being rolled out across a wider geographical area, to cover additional Business Improvement District Areas and the Marylebone Low Emission Neighbourhood.



Click. Collect. Clean Air.

‘Click and collect’ services such as Amazon Lockers, Doodle and Parcelly consolidate parcel deliveries and divert unnecessary deliveries from congested and polluted high streets, especially personal deliveries. But the range of services on the market can be confusing, and many people are unaware just how easy, convenient and affordable ‘click and collect’ can be.



CRP’s website www.clickcollect.london explains how the different click and collect services work, maps parcel collection points across London and the U.K., and provides free trials of premium options, making it easy for online shoppers to test alternative delivery options. A behaviour change campaign with materials including leaflets, posters and videos supports businesses to promote alternatives to workplace deliveries to their staff.