

# AGENDA

**Meeting Skills for Londoners Business Partnership**

**Date Monday 25 February 2019**

**Time 2.00pm**

**Place London's Living Room, City Hall, the Queen's Walk, London SE1 2AA**

*Agendas and minutes of the meetings of this board are published at <https://www.london.gov.uk/skills-for-londoners> (except in those cases where information may be exempt from disclosure under the Freedom of Information Act).*

*Meetings are not held in public and are only open to those invited to attend by the Chair.*

***An induction session for Members will take place immediately prior to this meeting, from 1.00pm-2.00pm in London's Living Room, City Hall.***

**Members:**

Rajesh Agrawal (Chair)  
Sonita Alleyne  
Benjamin Bradford  
Anna Devlet  
Rupa Grahame  
Stephen Griffiths  
Anthony Impey  
George Johnston  
Aurea Jones

Sukhi Jutla  
Kirsi Kekki  
Nahreim Kemp  
Seamus Keogh  
Lynne Miles  
Paul Neighbour  
June O'Sullivan  
Heider Ridha  
Lisa Urquhart

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## **1 Introduction and apologies**

## **2 Declarations of Interest**

Members to declare any disclosable pecuniary interests which they have in any of the items set out on the agenda and, where applicable, consider if they should withdraw from the discussion or the meeting.

## **3 Skills for Londoners Business Partnership Governance (Pages 3 – 14)**

To be presented by Claire Sherer, Senior Manager – Programmes and Governance, Skills and Employment, GLA.

## **4 Roundtable – Individual Member Presentations**

Members are asked to come prepared to say a few words on:

- The biggest skills challenge facing their industry;
- The skills and experience they bring to the Partnership; and
- What they hope to achieve for their sector/industry through participation on the Partnership.

## **5 Skills and Employment Knowledge Hub (Pages 15 – 22)**

To be presented by Doniya Soni, Principal Policy Officer, Skills & Employment, GLA.

## **6 Brexit and the UK's Future Skills-Based Immigration System (oral update)**

To be presented by Alex Conway, Assistant Director, Brexit and European Programmes, GLA.

## **7 A Vision for Adult Education (oral update)**

To be presented by Michelle Cuomo Boorer, Assistant Director, Skills & Employment, GLA.

## **8 Date of Next Meeting**

The next meeting of the Skills for Londoners Business Partnership is scheduled for 10.00am on Wednesday 5 June 2019 at a location to be confirmed.

A joint vision session with the Skills for Londoners Board will take place at 9.00am on Tuesday 5 March 2019 the Heron Tower, 110 Bishopsgate, London EC2N 4AY.

## **9 Any Other Business the Chair Considers Urgent**

**Skills for Londoners Business Partnership**

Date of meeting: **25 February 2019**

Title of report: **Skills for Londoners Business Partnership  
Governance Arrangements**

To be presented by: **Claire Sherer, Senior Manager – Programmes and  
Governance, Skills and Employment**

Cleared by: **Michelle Cuomo Boorer, Assistant Director – Skills  
and Employment**

Classification **Public**

**1 Executive Summary**

- 1.1 The Mayor of London has established the Skills for Londoners (SfL) Business Partnership to help advise him on how skills provision can be better aligned to the needs of the economy in London, including specialist, industry-relevant and higher-level skills provision to meet sector based and occupational challenges.
- 1.2 At this first meeting, this report sets out the governance arrangements for the SfL Business Partnership including its constitution, terms of reference and proposed subordinate bodies.
- 1.3 The Partnership are also invited to consider appointments to any subordinate bodies, namely the Apprenticeships Advisory Group and to nominate a business member to the SfL Board.

**2 Recommendation**

- 2.1 The Skills for Londoners Business Partnership is asked to:
  - 2.1.1 **Note** its constitution and terms of reference as set out at Appendix A to this report;
  - 2.1.2 **Note** that the Mayor has appointed the Deputy Mayor for Business to chair the Partnership;
  - 2.1.3 **Agree** to formally establish the Apprenticeships Advisory Group as a subordinate body of the Skills for Londoners Business Partnership, and agree its membership and terms of reference as set out at Appendix B; and
  - 2.1.4 **Note** that the Partnership needs to nominate a business member to join the Mayor's SfL Board. Expressions of interest will be sought at the meeting.

### **3 Introduction & background**

- 3.1 The SfL Business Partnership was formally established by the Mayor in July 2018 under [Mayoral Decision \(MD\) 2328](#)<sup>1</sup>. The Partnership will consider and make recommendations to the Mayor on how to improve and better align skills provision, including specialist, industry-relevant and higher-level skills provision, to meet skills needs in London.

### **4 Issues for Consideration**

#### Constitution and Terms of Reference

- 4.1 The Mayor's Skills for Londoners Strategy set out a commitment to establish a London occupational skills board to help steer skills provision. The SfL Business Partnership has been established fulfil this role.
- 4.2 The constitution and terms of reference for the Partnership are attached at Appendix A to this report.
- 4.3 The Partnership will be chaired by the Deputy Mayor for Business and the remainder of the membership comprises representatives from London's business, employers and representative bodies. A Member of the SfL Business Partnership, as nominated by the Partnership, will also be a member of the [Skills for Londoners Board](#) with a role in ensuring collaborative working across the Mayor's skills agenda. Members are asked to consider if they wish to undertake this role.

#### Subordinate Bodies

- 4.4 The Board will need to establish subordinate bodies to focus on specific areas and assist in meeting its objectives.
- 4.5 It is proposed that an Apprenticeships Advisory Group be established as a subordinate body of the Partnership to advise the Mayor and GLA on the development and delivery of the Mayor's apprenticeships objectives. The Group will also feed into the work of the SfL Board and membership will comprise representatives from relevant organisations, learning providers, and business across London's key sectors. The proposed terms of reference for the Group are attached at Appendix B, and a list of proposed members will be tabled at the meeting.
- 4.6 A SfL visioning session is scheduled to take place on 5 March 2019. This is a joint session of the SfL Business Partnership and the SfL Board and will provide an opportunity for the boards to come together to create a vision for the future of adult education in London. At this time, the Partnership may consider any additional subordinate bodies it may wish to establish to further assist in meeting its objectives.

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<sup>1</sup> Available at: <https://www.london.gov.uk/decisions/md2328-governance-arrangements-statutory-functions-relating-aeb>

## **5 Equality Comments**

- 5.1 In carrying out any functions in respect of his skills and employment programmes, the Mayor will comply with the public sector equality duty under section 149 of the Equality Act 2010.
- 5.2 Section 149(1) of the Equality Act 2010 provides that, in the exercise of their functions, public authorities – of whom the Mayor is one – must have due regard to the need to:
- eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010;
  - advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; and
  - foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
- 5.3 Relevant protected characteristics are age, disability, gender re-assignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

## **6 Risks arising / mitigation**

- 6.1 Not applicable.

## **7 Legal comments**

- 7.1 Not applicable.

## **8 Financial Comments of the Executive Director Resources**

- 8.1 There are no direct financial implications to the GLA arising from the considerations set out in this report.

## **9 Next Steps**

- 9.1 Expressions of interest from Members wishing to represent the Partnership on the Skills for Londoners Board will be considered.

### **Appendices:**

- **Appendix A** – Skills for Londoners Business Partnership Constitution
- **Appendix B** – Apprenticeships Advisory Group terms of reference

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## **Skills for Londoners Business Partnership Constitution**

### **1 Purpose**

- 1.1 The Mayor's Skills for Londoners Strategy set out a commitment to establish a London occupational skills board to help steer skills provision. The Skills for Londoners (SfL) Business Partnership has been established to fulfil this role.
- 1.2 The SfL Business Partnership is an advisory body to the Mayor, and will work closely with the Mayor's Skills for Londoners Board, Business Advisory Board and LEAP – London's local enterprise partnership.
- 1.3 The SfL Business Partnership is responsible for advising the Mayor on how to improve and better align skills provision, including specialist, industry-relevant and higher-level skills provision (considering progression routes to higher education), to meet skills needs in London.
- 1.4 The SfL Business Partnership's aims are to:
  - improve London's skills system to better meet the needs of employers, businesses and the London economy (Skills for Londoners Strategy, Priority 2);
  - increase skills investment and workforce development in London's industries to meet the demands of the global economy; and
  - improve information and data on occupational skills needs from employers, and ensure the most accurate/reliable data is used to inform skills provision in London. This would include working with the Smart London Board to feed into the development of the London Skills and Employment Knowledge Hub.

### **2 Authority**

- 2.1 The SfL Business Partnership is authorised to consider any activity within its terms of reference.
- 2.2 In conducting its business, the SfL Business Partnership must consider any resource implications and have regard to GLA processes and any guidance or legislation issued by HM Government where relevant.

### **3 Terms of reference**

- 3.1 The SfL Business Partnership will be responsible for:
  - a) advising the Mayor and the Skills for Londoners Board on meeting occupational skills requirements through City Hall's skills and employment programmes including, but not limited to, the Adult Education Budget (AEB), European Social Fund (ESF) and Skills for Londoners Capital Fund);
  - b) reviewing, contextualising and endorsing skills data prior to publication (for example, through the Skills and Employment Knowledge Hub) to help

inform skills provision and support learner decisions, including considering changing employer demand due to technology/automation and Brexit;

- c) reviewing the success of sector or occupationally-specific skills projects led by City Hall in meeting identified needs and considering new priority sectors and occupations that would benefit from direct interventions to address skills challenges;
- d) defining and promoting the development of core employability skills with providers, including reviewing evidence of what works to develop these much-needed skills through embedded or stand-alone approaches;
- e) encouraging innovation and transfer of learning in the skills system;
- f) providing advice to the Mayor on the implementation of the Apprenticeship Levy, standards and new 'Technical Levels' in London; and
- g) helping to identify and promote business benefits arising from skills development and investment.

3.2 In order to achieve its aims and undertake these responsibilities, the SfL Business Partnership will need to work with:

- other Mayoral advisory bodies including, but not limited to, LEAP (London's local enterprise partnership), the Mayor's Business Advisory Board, Homes for Londoners Board and Mayor's Construction Skills Advisory Group to align strategic skills policy;
- affiliated or partnership bodies such as the Healthy London Partnership and the London Workforce Board; and
- sectoral and local business groups as appropriate, including London's sub-regional skills and employment boards.

## **4 Membership**

4.1 The Mayor will appoint all Members of the SfL Business Partnership who will be recruited and selected in accordance with the GLA's Protocol on Mayoral Appointments.

4.2 The Mayor will appoint the Chair (or Co-Chairs) of the SfL Business Partnership.

4.3 The remainder of the SfL Business Partnership shall comprise up to 16 members from London's business, employers and representative bodies encompassing such categories as the Mayor considers will best further the Partnership's purpose. A trades union representative shall also be a member of the Partnership.

4.4 A Member of the SfL Business Partnership, as nominated by the Partnership, will also be a member of the Skills for Londoners Board with a role in ensuring collaborative working across the Mayor's skills agenda.

- 4.5 The Mayor may vary the categories and number of members of the Partnership at any time subject to prior consultation with the Chair (or Co-Chairs) and Deputy Mayor for Planning, Regeneration and Skills.
- 4.6 Whilst Membership is restricted to Partnership Members, the capacity is retained to invite outside specialist input either on a standing basis or, where appropriate, on a specific topic or initiative.
- 4.7 The Co-Chairs of the Skills for Londoners (SfL) Board shall have a standing invitation to attend any meeting of the Partnership.

## **5 Lead Officer**

- 5.1 The Lead Officer will be the GLA's Executive Director of Development, Enterprise and Environment (or nominee).

## **6 Terms of appointment**

- 6.1 When undertaking work in connection with the SfL Business Partnership, Members are required to agree and comply with the standards and processes relating to conduct as detailed in letters of appointment and any relevant applicable provisions of the GLA Group's Corporate Governance Framework Agreement (as approved and amended from time to time).
- 6.2 The Mayor shall set the length of tenure for all Members in their letter of appointment. The Mayor may re-appoint a person to be a Partnership Member at the end of their tenure (under which circumstance the conditions set out in paragraph 4.1 will already have been considered met).
- 6.3 The letter of appointment will also include provisions in relation to adhering to the seven principles of public life ('the Nolan principles') and the potential disclosure and registration of interests where they are affected by the work of the Partnership.
- 6.4 A Member may resign at any time by giving notice to the Board Secretary, in writing, having immediate effect.
- 6.5 The Mayor, following consultation with the Chair, may terminate a Member's appointment to the Partnership before the expiry of his/her period of appointment.
- 6.6 Without prejudice to 6.5 above, an appointment may be terminated by the Mayor in consultation with the Chair if the Member persistently fails to attend meetings without reasonable justification.

## **7 Meetings and Reporting Procedures**

- 7.1 Meetings shall be held quarterly or at such other intervals as the SfL Business Partnership may agree. The Chair of the Partnership may decide to cancel meetings or call additional meetings as required.

- 7.2 Recommendations to the Partnership shall be by way of report to the relevant meeting and will normally be issued to members a minimum of five clear working days before the meeting.
- 7.3 The Board Secretary, or a person nominated by the Secretary, will attend to provide secretarial and logistical support, take the minutes of the meeting and provide advice on governance and procedural matters.

## **8 Quorum and decision-making**

- 8.1 Meetings of the SfL Business Partnership will be quorate when half of its Members are present. A Member who is obliged to withdraw due to a conflict of interest shall not be counted towards the quorum.
- 8.2 It is envisaged that decisions shall be made by consensus. In the event of a consensus not being reached, the matter will be presented to the Mayor through the most appropriate channel. For the AEB, this will be the AEB Mayoral Board.

## **9 Subordinate bodies**

- 9.1 The SfL Business Partnership may establish or dissolve a subordinate body which assists in meeting its objectives. Any such subordinate body set up by the Partnership shall include one or more Partnership Members, as nominated by the Partnership. Any such group may also co-opt onto it any independent person with the relevant expertise on the issues within the remit of the body.
- 9.2 The Chair of a subordinate body will be agreed by and may be drawn from the Membership of the Partnership or an independent person co-opted to the subordinate body.
- 9.3 The Chair of the Partnership has the right to attend any subordinate body meeting. Other Members, who are not members of the subordinate body, may at the invitation or with the consent of the Chair of the subordinate body, attend a subordinate body meeting.
- 9.4 The remit and terms of reference for any such subordinate body shall be approved by the Partnership.
- 9.5 All such co-opted persons appointed as members of such subordinate body are expected to comply with the body's terms of reference and any code of conduct for Members of the Partnership in the same way as if they were Partnership Members.
- 9.6 The agenda and reports for any subordinate body will be published and circulated five clear working days in advance of the meeting. The minutes of the meeting shall be published and circulated in draft within 10 clear working days of the meeting. Minutes shall be submitted for approval as to their accuracy to the next meeting.

## **10 Openness and Transparency**

- 10.1 The Mayor of London is committed to openness and transparency in his administration. Agendas and reports for the SfL Business Partnership will be published on the GLA's website at least five clear working days before the meeting to which they relate.
- 10.2 All reports will be released with the agenda except in those cases where officers reasonably consider that information may be exempt from disclosure under an applicable exemption under the Freedom of Information Act 2000 (FOIA). These reports will be classed as 'reserved from publication'.
- 10.3 The main exemptions that are likely to make information reserved relate to the following (although others may be applicable under the FOIA):
- commercial sensitivity
  - information provided in confidence
  - personal data
  - legal professional privilege
  - information intended for publication at a future date
- 10.4 Meetings will not be held in public, reflecting the advisory nature of the Partnership and accountability arrangements Parliament has put in place for the GLA, in that the Mayor is answerable to the London Assembly through Mayor's Question Time only after he has taken decisions.
- 10.5 Summary minutes of the meetings of the Partnership will be posted on the GLA's website within two weeks of the meeting to which they relate, with a final version published within ten clear working days of approval, which would normally take place at the following meeting.

## **11 Amendments to this Constitution**

- 11.1 The Constitution will be reviewed at the first meeting of the SfL Business Partnership and every two years thereafter.
- 11.2 The Mayor may amend this Constitution at any time following consultation with the Partnership or, if urgent, in consultation with the Chair (or Co-Chairs) and the Deputy Mayor for Planning, Regeneration and Skills. Any changes will be reported at the next meeting of the Partnership

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## **Terms of Reference: Skills for Londoners Apprenticeships Advisory Group**

### **1 Purpose**

- 1.1 The Apprenticeships Advisory Group will be a subordinate body of the Skills for Londoners Business Partnership and will advise on the delivery of City Hall's priorities on Apprenticeships.

### **2 Authority**

- 2.1 The Advisory Group is authorised to consider any activity within its terms of reference.
- 2.2 In conducting its business, the Advisory Group must consider any resource implications and have regard to existing GLA processes and any guidance or legislation issued by HM Government.

### **3 Terms of Reference**

- 3.1 The Advisory Group will:
- support, review and oversee progress of City Hall's apprenticeship pilots;
  - make strategic and policy recommendations pertaining to apprenticeships to the Skills for Londoners Business Partnership and Skills for Londoners Board on an agreed frequency; and
  - take forward recommendations made by the Skills for Londoners Board and Skills for Londoners Business Partnership in relation to apprenticeships.

### **4 Membership**

- 4.1 The Advisory Group will comprise representatives from relevant organisations, learning providers, and business across London's key sectors.
- 4.2 Appointments and chairing arrangements will be subject to confirmation by the Chair of the Skills for Londoners Business Partnership.
- 4.3 In consultation with the Chair of the Skills for Londoners Business Partnership, the Chair of the Advisory Group has the power to co-opt people with relevant expertise or experience.
- 4.4 Members of the Advisory Group are expected to comply with the body's terms of reference and any code of conduct for Members of the Skills for Londoners Business Partnership in the same way as if they were Partnership Members.

### **5 Meetings and reporting procedures**

- 5.1 Meetings shall be held quarterly or at such other intervals as may be required to consider and advise on matters within its terms of reference. The Chair (or

co-Chairs) of the Advisory Group may decide to cancel meetings or call additional meetings as required.

- 5.2 The Skills for Londoners Business Partnership Secretary, or a person nominated by the Secretary, will attend to provide secretarial and logistical support, take the minutes of the meeting and provide advice on governance and procedural matters.
- 5.3 Recommendations to the Group shall be by way of a report to the relevant meeting.

## **6 Openness and transparency**

- 6.1 The Mayor of London is committed to openness and transparency in his administration and will make sure the work of the Skills for Londoners Business Partnership and its subordinate bodies is in line with Mayoral policy and stakeholder expectations wherever possible.
- 6.2 Agendas and reports for the Advisory Group will be published on the GLA's website at least five clear working days before the meeting to which they relate.
- 6.3 All reports will be released with the agenda except in those cases where officers reasonably consider that information may be exempt from disclosure under an applicable exemption under the Freedom of Information Act 2000 (FOIA). These reports will be classed as 'reserved from publication'.
- 6.4 The main exemptions that are likely to make information reserved relate to the following (although others may be applicable under the FOIA):
  - commercial sensitivity
  - information provided in confidence
  - personal data
  - legal professional privilege
  - information intended for publication at a future date
- 6.5 Advisory Group meetings will not be held in public, reflecting the accountability arrangements Parliament has put in place for the GLA, in that the Mayor is answerable to the London Assembly through Mayor's Question Time only after he has taken decisions.
- 6.6 Summary minutes of the meetings of the Advisory Group will be posted on the GLA's website within two weeks of the meeting to which they relate, with a final version published within ten clear working days of approval, which would normally take place at the following meeting.

## **7 Amendments**

- 7.1 These terms of reference may be altered and amended from time to time by decision of the Skills for Londoners Business Partnership.

## Skills for Londoners Business Partnership

Date of meeting:	<b>25 February 2019</b>
Title of report:	<b>Skills and Employment Knowledge Hub</b>
To be presented by:	<b>Doniya Soni, Principal Policy Officer – Skills and Employment</b>
Cleared by:	<b>Michelle Cuomo Boorer, Assistant Director – Skills and Employment</b>
Classification:	<b>Public</b>

### 1 Executive Summary

- 1.1 Currently, data is not being used in the skills and employment sector to its full potential. Labour Market Information is not aligned with educational outcomes, and the result is an under-supply of skills in some sectors, but a saturation in others. This is something that London can take a lead on by using place-based, data driven commissioning to better align provision with local labour market needs. Therefore, the Mayor has committed to developing a London Skills and Employment Knowledge Hub (hereafter referred to as the 'Knowledge Hub').
- 1.2 The Knowledge Hub will be an online tool that will bring together a range of information about skills and employment in London. As a commitment in the Skills for Londoners Strategy, the Skills and Employment Unit are now taking forward the delivery of this tool. The first step is a stakeholder consultation to create an evidence base, which will determine the approach and direction taken to create the Hub.

### 2 Recommendations

- 2.1 The Skills for Londoners Business Partnership is asked to **note**:
  - 2.1.1 The intention to develop a Knowledge Hub;
  - 2.1.2 The approach to developing the Knowledge Hub; and
  - 2.1.3 Plans for a stakeholder consultation with relevant parties who would be users of the Hub.

### 3 Introduction and Background

- 3.1 The skills system faces a number of challenges, but a key market failure is lack of timely information on skills and employment needs and supply in London. Actors within the skills system (individuals, providers, employers) need various types of information to make good decisions (about what to

study, about what courses to offer, and about what training to invest in). Where this information is lacking this is liable to lead to suboptimal decision making. A recent report '[The data deficit: Why a lack of information undermines the UK skills system](#)' by the Centre for Progressive Policy suggests prospective learners, policy makers and employers all face an information 'deficit' when it comes to skills.

- 3.2 Learners need information to choose careers options, qualifications and training providers. Skills and employment providers need to know what skills are in-demand in order to determine what provision to deliver. Careers advisers need to know about job opportunities and the qualifications that will help their clients to get those jobs. However, data is not currently being used in the skills and employment sector to its full potential. This is something that London can take a lead on by using place-based, data driven commissioning to better align provision with local labour market needs. Therefore, the Mayor has committed to developing the Knowledge Hub.
- 3.3 This Hub will be an online tool that will bring together a range of information about skills and employment in London, including but not limited to: the balance of skills demand and supply, learning opportunities, sectors with significant vacancies. The aim of the project is to help plug the so called data-deficit in skills information, allowing learners to make informed choices about further education and providers to understand the labour market they are providing skills for. Ultimately, the goal is for the Hub to be a comprehensive resource that will bring together disparate data and present it in a user-friendly fashion.
- 3.4 The GLA has already begun scoping the Hub, pulling together a consultation plan (Appendix 1) with stakeholders and gathering data from Burning Glass Technologies. However, in order for the Hub to be a successful resource for Londoners, training providers and employers alike, external sponsorship will be necessary. This is to ensure the sustainability of the Hub with adequate resources in place for project managers and data analysts, ongoing development of the Hub to ensure that the data provided can be visualised in a user-friendly manner as per stakeholder needs, and the data is updated in a timely and regular manner to ensure the Hub remains relevant.

#### **4 Issues for consideration**

- 4.1 Key to the success of the Knowledge Hub is the system of collecting, storing and presenting the data that it will hold. The Hub should enable the different user groups to be able to easily access the information they need and disseminate it to other interest groups who have not, or will not, use the tool.
- 4.2 The data required will need to be robust and will include data on: current job vacancies and skills required in London, future trends forecasting, skills provision in London and quality of skills provision in London. In compiling this, serious thought will need to be given to where this data is procured from and the level of access and interaction different users are expected to have with it. We should also consider that information that is relevant to one audience, may not be to another. The Hub should be structured in a way that facilitates access to useful information.

- 4.3 The decisions on which data to source and how we expect users to interact with it will have an impact on where and how we procure the data. We must ensure we get value for money for the purchase of any data for the Hub, by ensuring we purchase the correct type of licence for the way the data will be used.
- 4.4 This is an ambitious and challenging project, which has the potential to have a major positive impact on the way in which learners make decisions and training providers and employers react to the changes in the skills environment. We should therefore consider what our definition of a successful Knowledge Hub is and how this is evaluated.
- 4.5 These criteria should be measured periodically alongside the pre-determined definition of 'success' and reported on so that any necessary changes can be made to ensure the Hub is relevant and useful to its target audience. We want to avoid a scenario in which the Hub quickly becomes underused or goes out of use.

## **5 Equality comments**

- 5.1 As part of our stakeholder engagement, we will engage with a range of groups to ensure that the Hub meets the needs of our target user groups. These will include, but are not limited to: hard to reach learners, intermediaries, training providers, colleges, councils, careers advisers, businesses, and policy makers.
- 5.2 We will also ensure that the format and presentation of the Hub meets different user need.

## **6 Risks arising / mitigation**

- 6.1 Lack of meaningful engagement with stakeholders leading to a limited use of end product. If a surface level stakeholder engagement exercise takes place without understanding the key concerns of our users, the Hub could be a resource that is not useful. The GLA will work with external consultants to reach target groups and undertake meaningful consultation. City Hall will also work with the Skills for Londoners Business Partnership and members may wish to consider establishing a Knowledge Hub sub-group as a subordinate body to lead on this work.
- 6.2 The project delivery will be costly and require both monetary and staffing resources. The Unit may be unable to find sponsors to fund the delivery phase of the project. Organisations have already expressed an interest in sponsorship or partnership in such a project, and those conversations are being explored further.

## **7 Legal Comments**

- 7.1 Not Applicable.

## **8 Financial Comments of the Executive Director Resources**

- 8.1 Budget totalling £30,000 from the Skills Strategy budget for 2018-19 has been set aside for the first stage of the project. Following on from the initial stage of the project, an evaluation will be undertaken on any further costs for the project and scope for external sponsorship to finance such costs (which will be subject to further approval via the Authority's decision-making process).

## **9 Next steps**

- 9.1 Consultant will be put in place by March 2019 to begin the stakeholder engagement and feasibility study.

### **Appendices:**

- **Appendix A** – Stakeholder Engagement Consultation Tender

### **Background Documents:**

The following documents are available upon request:

- Skills and Employment Knowledge Hub Scoping Document

## Stakeholder Engagement Consultation Specification

### Greater London Authority Skills and Employment Knowledge Hub – specification for stakeholder engagement and research support

#### 1. INTRODUCTION

##### About the Greater London Authority

1.1 The Greater London Authority (GLA) was established by the GLA Act 1999. The GLA is a unique form of strategic citywide government for London. It is made up of a directly elected Mayor—the Mayor of London—and a separately elected Assembly—the London Assembly. The Mayor has an executive role, making decisions on behalf of the GLA, and the Assembly has a scrutiny role. The GLA is based at City Hall, The Queen’s Walk, London, SE1 2AA.

##### Background and context

1.2 As part of the Mayor’s Skills for Londoners Strategy, City Hall has committed to improving dissemination of data. Individuals, providers and employers need various types of information to make good decisions. Learners need information to choose careers options, qualifications and training providers. Skills and employment providers need to know what skills are in-demand in order to determine what provision to deliver. Careers advisers need to know about job opportunities and the qualifications that will help their clients to get those jobs. However, data is not currently being used in the skills and employment sector to its full potential. This is something that London can take a lead on by using place-based, data driven commissioning to better align provision with local labour market needs.

1.3 The Mayor has therefore committed to developing a London Skills and Employment Knowledge Hub (hereafter referred to as the ‘Knowledge Hub’) to tackle this problem. This Hub will be an online tool that will bring together a range of information and data about skills and employment in London. There are a range of different possibilities, but the Hub will include data on:

- **The balance of skills demand and supply.** It is expected that the hub could help to inform strategic decision making, commissioning and provision planning. Data will include trends and forecasts where available.
- **Learning opportunities.** This could also help inform prospective learners’ decisions about what to learn, and may include information about providers in London (location, courses offered and measures of quality, including learner satisfaction), and courses and qualifications.

1.4 The aim of the Hub is to be a singular resource for learners, providers and policy makers to understand the capital's labour market, training opportunities, and career progression possibilities.

## 2. SUPPORT REQUIREMENTS

2.1 We expect the project deliverables will include the following elements listed below. We welcome detailed proposals from bidders on how they intend to deliver the piece of work, including alternative approaches.

2.2 We are seeking a consultant to undertake consultation events on the proposal to develop a Skills and Employment Knowledge Hub for London. The consultation will work with the key intended users of the tool (learners, training providers, intermediaries, and businesses) to ascertain the appetite for such a tool as well as the predicted usability of it. The consultant will be expected to work with the GLA lead officer and respective partner organisations to:

- **Organise stakeholder engagement events/focus groups/workshops**, including finding a venue and assisting with participant recruitment;
- Define the **agenda and consultation questions**;
- **Facilitate sessions** within each event as required and determined and or/ agreed by the GLA; and
- **Undertake and summarise notes from each session**, detailing the key points expressed and synthesising these into a clear and concise report for each event for the GLA's consideration within three working days of each event.

The indicative engagement events breakdown is as follows:

- **Four sub-regional consultation events** in collaboration with the sub-regional partnerships aimed at local authorities, employers, providers and community groups.
- **Two provider events** with relevant provider engagement bodies.
  - One specifically aimed at careers professionals/career leaders.
  - One specifically aimed at training providers and delivery partners.
- **One business engagement events** in conjunction with business groups and trade body representatives.
- **Two learner events** in conjunction with the GLA Public Opinion Team to undertake focus groups with those furthest away from the labour market and intermediaries.

2.3 We are also seeking support on researching and writing a feasibility study for the Knowledge Hub based on the outputs of consultation with users. The consultant will be expected to:

- Use qualitative data from the engagement events to collate a report on user need and opinions on such a project;
- Use data provided by GLA (i.e. data availability, financial resources, staff capacity) and desk-based research to support in writing of a feasibility study for the project;

- The feasibility study should include, but is not limited to:
  - Technical feasibility
  - Method of production
  - Operational feasibility
  - Resource feasibility
  - Financial feasibility
  - Marketability of the product
  - Sustainability
  - Potential scale and scalability of project

2.4 The outputs will be summaries from each stakeholder engagement session, an overall report of stakeholder opinion on the project, and a feasibility study.

### 3. TIMETABLE

3.1 We require all prospective bidders who wish to tender to return their response for this work to Doniya Soni (contact details below) **by 12:00pm on Monday 25 February 2019**. Tenders will be evaluated shortly thereafter with the aim to award the contract by the week commencing **4 March 2019**.

3.2 Key dates for the project are set out below. In the event of any change to the timetable, bidders will be informed accordingly. The GLA reserves the right to amend these dates if necessary.

3.3 It is expected for this piece of work to take 30 – 40 working days in total. We welcome proposals from the bidders on how they intend to deliver the piece of work in the outlined timeframe.

Inception meeting to discuss process and expectations	March 2019
Stakeholder engagement event preparations begin	March 2019
Hold stakeholder engagement events	April - May 2019
Provide a draft report on the stakeholder engagement events and consultation to the GLA	June 2019
Feasibility study begins	June 2019
Provide a draft report of the feasibility study to GLA	July 2019
GLA to review and revise draft reports	August 2019
Present to the Skills for Londoners Business Partnership	September 2019
Provide a final engagement report and feasibility study	September – October 2019

### 4 SUBMISSIONS

- Bid submissions should include the following sections (assessment weighting):
  - Relevant experience of facilitation, consultation and support of policy development (20%);

- Relevant experience in drafting a feasibility study for labour market tools (20%);
- Knowledge of the Mayor's priorities in relation to economic development, employment and skills (10%);
- Priority actions and how these will be planned, managed and resourced by the team (20%); and
- Itemised costings (30%)

## 5 COSTS

5.1 Bids should include a breakdown of the overall cost and timescales for each deliverable in a pricing schedule.

## 6 TENDER RESPONSES

6.1 We require all prospective bidders who wish to tender to return their response for this work to Doniya Soni [doniya.soni@london.gov.uk](mailto:doniya.soni@london.gov.uk) **by 12:00pm on Monday 25 February 2019.**

### Questions/Clarifications

For any questions or clarifications about the process, please contact Doniya Soni, Principal Policy Officer, GLA by email: [doniya.soni@london.gov.uk](mailto:doniya.soni@london.gov.uk). **The deadline for all questions/clarifications is by Wednesday 20 February 2019.** We will aim to respond to any clarifications within three working days.

You should be aware that:

- if, in the GLA's view, questions are of a general nature, the GLA will provide copies of questions in a suitably anonymous form, together with answers, to all bidders.
- if, in the GLA's view, questions are of a specific nature, the GLA will provide copies of questions, together with answers, only to the bidder seeking clarification.
- the clarification process will be conducted on the basis of the equal, transparent and non-discriminatory treatment of bidders.