

West London Skills, Employment and Productivity Strategy

[working draft for consultation]

*Unlocking everyone's potential
to share the benefits of growth*

CONTENTS

- 1) Introduction
- 2) Our vision for West London
- 3) The opportunity
- 4) The challenge
- 5) West London in 2030
- 6) Labour market data and key trends
- 7) Priorities
- 8) Themes
 - a. Strategic development of the labour force at scale
 - b. Promoting inclusion, reducing in-work poverty
 - c. Businesses and employers playing their part
 - d. Getting the basics right: Supporting entry-level pathways
- 9) How we will work with London and national government
- 10) The role of partners
- 11) Measuring Success
- 12) Governance

Introduction

West London is a thriving economic area, with the highest level of productivity per worker of any part of the capital outside of the central business district, a highly strategic location, and a large base of successful and growing businesses of all sizes. Yet 15% of residents have low or no skills and 31% of 19 year olds leave full time education without a level 3 qualification.

There is much to be done though to ensure people and businesses from all backgrounds and sectors are able to benefit from the proceeds of growth. By working across a broad partnership that includes local government, Health Service providers, colleges, universities, businesses large and small, as well as with our colleagues at the GLA, DWP and JCP, we will ensure that we target our collective efforts at those groups and industries that need it most, and on a scale not achievable by any one organisation acting alone.

Our approach focusses on four priorities that have been developed following an extensive process of evidence gathering, engagement and research:

- Taking a whole-systems approach
- Supporting inclusion
- Working in partnership with employers and businesses
- Getting the basics right

Responsiveness is key and we will monitor progress in delivering the strategy on a regular basis, and will review it as required so that it can adapt to changes in demand, and innovate in response to new policy developments opportunities and challenges in skills funding reforms (e.g. Adult Education Budget (AEB) devolution within London, the introduction of T-Levels and the apprenticeship levy etc.)

1. Our Vision for West London Skills, Employment and Productivity

Our goal is to increase productivity by developing a skilled labour force in west London that enables people from all backgrounds to find meaningful employment that pays, and allows everyone to benefit from the proceeds of growth. By increasing wage levels in the workforce we will improve people's health, wellbeing and happiness, encourage inclusion, reduce demand on acute public services and boost overall economic growth and competitiveness.

The best way we can achieve this is by increasing the skills (and therefore the productivity) of the workforce, resulting in higher wages and more successful companies who are able to recruit, retain and develop their workforces locally.

We will always focus our attention on those interventions where evidence demonstrates they are effective and will have the greatest positive impact on productivity. In order to do this we need to be investing our resources in developing capability and skills amongst those individuals and groups of people who currently have the lowest overall level of skills where the potential gains in both wages and productivity are highest. We will of course also focus on the higher-level skills that workers and businesses need by joining up FE, HE and the work of businesses e.g. through the Apprenticeship Levy and ensuring people with higher-level qualifications are in jobs that utilise their skills to achieve maximum productivity.

West London already has one of the largest and most highly skilled workforces of any sub-region in the country. This, combined with a globally strategic location means that the potential for businesses to establish themselves and to grow here is significant and must be supported by an accessible, skilled local labour market.

There is a huge opportunity to be won for individuals and public services in terms of the health and wellbeing of the population. The best way to reduce demand on acute public services **is to get people into work**, helping to improve people's mental and physical health as well as their incomes, resulting in greater independence and fulfilment.

As well as being large there is **significant projected growth in the population over the next twenty years**, guaranteeing a growing local market place and a ready supply of labour into the 2040s and beyond. Whilst we are starting in a strong position, with a large and flexible pool of labour, there is plenty of capacity to continue to improve skills, and therefore increasing productivity across the workforce by **encouraging a culture of lifelong learning**, and working together more effectively across the public and private sectors.

There is an opportunity for all **employers to understand their role in creating a brighter future and higher-skilled workforce**. By working together across every sector of the economy that we will achieve the scale required to take the whole of West London and the people in it towards a higher trajectory of growth, wellbeing, and productivity.

This strategy sets out the key priorities, themes and next steps for this to happen.

2. Systemic challenges

So we know that the opportunity is huge. We also recognise that, as with many other areas, there are a range of strategic challenges that have been identified nationally and internationally that this strategy must respond to if it is to have maximum effect. Taken together these factors represent a "burning platform" that make it more important than ever that we work together across the private and public sectors to achieve our ambitions. These include:

- Understanding the **implications of technological change and automation** on the labour market and on individual career pathways in individual sectors in the future, and preparing for their impact. This applies equally to all parts of the skills spectrum. For example, with driverless cars and freight reducing the demand for drivers at one end, and automated neural networking software reducing demand for trainee lawyers and solicitors at the other.
- Responding to the **increasingly "hourglass-shaped" labour market** that has been presenting an increasing policy challenge as the pathways for individuals to progress in a chosen career from a relatively lower wage to a relatively higher one become scarcer.
- **Real wages are failing to keep pace with rises in the cost of living**, resulting in the average west London worker taking a real-terms pay cut over recent years. If this trend continues it will have serious implications as low incomes are associated with mental and physical ill health for individuals, and businesses will find it increasingly hard to recruit the brightest and best from outside the area and to retain the ambitious and highly skilled within the sub-region.
- Falling real wages combined with rising costs of living, particularly for housing, mean that **the value of disposable income available to households to spend is falling**. This

will have significant implications for local businesses who will feel this fall in demand for their viability and profitability.

- Whilst significant progress has been made in recent years **enabling individuals who are farthest from the labour market e.g. learning disabilities or physical or mental ill health**, there remain huge variations in the rates of employment being achieved for these groups in different areas and their progression into employment.
- We know that there remains nationally a **fundamental undersupply of basic employability skills** that is leading too many people to experience unemployment or underemployment unnecessarily. For example there is far higher demand for ESOL training than there are available spaces.
- Equally, many employees with higher level skills find themselves in jobs where those **skills may not be fully utilised** and may need support to achieve their full potential.
- The UK Government's determination to end free movement of EU citizens could make it much harder for employers to recruit lower skilled employees, placing greater demands on the local labour market post Brexit.

3. Characteristics of the West London skills system

West London's labour market comprises a working age population of 1.5 million people, which is projected to grow by 8% in the coming years to 1.62 million by 2025. The 35 to 44 year old age group will increase by 13% over this period. Recognising there are shared priorities faced by all parts of London, there are a number of key features distinctive to west London:

3.1 West London is wealthy overall but also suffers from poverty and social disadvantage

There are clear geographical variations in the levels of social disadvantage, with the London t exhibiting the highest levels of deprivation, although spatially concentrated pockets of deprivation exist in all Boroughs.

Indicators of Social Disadvantage in West London (2015)

Borough	Child Poverty (%)	Out of Work benefits (%)	Children in working families receiving tax credits (%)	Unemploy Ment (%)	Low paid residents (%)	Low paid jobs (%)	19 year olds lacking qualifications (%)
Barnet	27	7.3	27	5.2	20	21	29
Brent	35	10.2	40	7.2	31	28	33
Ealing	31	9.4	34	8.2	23	26	36
Hammersmith & Fulham	31	10.0	23	5.3	14	18	31
Harrow	9	6.6	31	6.0	21	37	25
Hillingdon	28	7.7	30	6.5	22	17	40
Hounslow	30	8.2	31	5.9	24	22	29
London	37	9.3	30	6.4	21	25	36

Source: Middlesex University quoting the London Trust <https://www.trustforlondon.org.uk/research/london-poverty-profile/>

3.2 Around a quarter of residents are in low paid work, more than the London average

Overall 21% of people in working families in London are in poverty, up from 15% a decade ago. But the number of people in a working family in London overall is also much higher. Both of these factors have contributed to the rise in the number of people in in-work

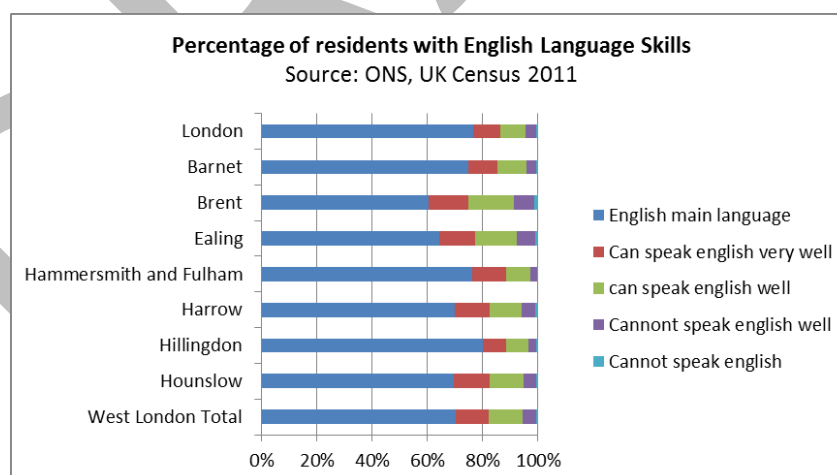
poverty in the capital. There are now more people in poverty in working households than there are in workless household, and many of those in low paid work are unable to progress into better paid and more stable jobs that lift them out of poverty. (Middlesex University)

3.3 Young people are not securing the opportunities they deserve

- At 7%, a smaller proportion of the population is on out of work benefits than in London (7.7%) but **Youth unemployment** (under 25s) is **higher than elsewhere** at 18.3%
- Proportionally **more** young people **achieved Level 2 and 3** at age 16 / 18 compared to London and England, with a consistent upward trend in attainment.
- Most young people have a clear pathway, but we have **particular issues with 16-18s sustaining their destination** - at 4.9% compared to 5.3% for London
- **Around 350,000 have low (below L2) or no qualifications** (6.6%) 7.4% in London and 8.4% in England.
- The proportion of 16-18 year olds whose current activity is not known is more than 50%, well above the England average of 9.0%. As a result, it is possible that the number and proportion NEETs is underreported (Middlesex University).

3.4 English Language skills are more important here than elsewhere in London

- **6% of west London residents in 2011 could not speak English** well or at all - around 88,000 people. **Rates in west London are higher** than London as a whole and demand for ESOL courses outstrips supply.
- **For some of our boroughs e.g. Brent, Ealing and Hounslow, this is more important than others**



3.5 The West London workforce has higher skill levels compared to the national average

Nearly half of employees hold a degree level qualification. However 18 per cent of the workforce has only basic or no qualifications.

- 42 per cent of jobs (362,000 jobs) in the West sub-region were held by an individual with a degree or equivalent qualification or above;

- 9 per cent (77,000 jobs) were held by those with higher level qualifications (such as higher diplomas, foundation degrees, etc.);
- 18 per cent (155,000 jobs) were held by those with qualifications at GCE, A-level or equivalent;
- 14 per cent (121,000 jobs) by those with qualifications at GCSE grades A*-C or equivalent;
- 12 per cent (102,000 jobs) with other qualifications;
- 6 per cent (48,000 jobs) were held by workers without any formal qualifications.

3.4 A greater proportion of west London employers report either Skills gaps and/or Skills Shortage vacancies (22% compared to 19% in London as a whole.

Hard to fill vacancies (as % of all vacancies) are higher for **middle-skilled** and **service-intensive** occupations; 37% for **Skilled trades**, 28% for **Caring, leisure and other services** (compared to 9% for **Managers**).

- **Two-thirds** of all **skill-shortage vacancies** have been ascribed to a lack of **job-specific skills**, and **technical and practical skills**, and over a half to a lack of **customer handling** and **advanced IT or software skills all significantly higher than for the UK as a whole.**
- **Other reasons for skills shortage vacancies included** oral and communication skills (just under 50%), written communication skills (around 43%), literacy skills (just over 40%), planning and organisation skills (40%) strategic management and customer handling (just under 40%).

3.5 Key industries

- In west London, employment is dominated by a number of key industries, which accounted for about 60% of employment in 2015 and are forecast to experience growth in the coming years. These include **Wholesale and Retail, Transportation and Storage, Administrative and Support Services, Human Health and Social Work Activities and Professional, Scientific and Technical Activities**. Significant growth is anticipated in Professional, Scientific and Technical Activities, and Accommodation and Food Service Activities.
- Employment in **Transportation and Storage** shows high levels of concentration in West London with **more than twice the expected level compared to the national average**. High concentrations in specific industries such as **Passenger Air Transportation, Air Transportation Service Activities** and **Cargo Handling** contribute to this trend.
- **Information and Communication** industry employment is also highly concentrated in West London, with **Television Broadcasting and Programming; Motion Picture, Video and TV Programming and Distribution; and Publishing** (of both computer games and music recording) being prominent in the local economy.

3.6 Industries with higher earnings levels have the potential to drive wealth creation

- These include **Financial and Insurance Activities, Information and Communication** and **Professional and Scientific Activities**. Detailed analysis reveals higher average wages in

Freight transportation (Air as well as Sea transportation), **Software publishing, Telecom's, Market Research and Opinion Polling** and **IT and computer services activities**. However, the top (SIC4) industries by wage in the WLA region account for **less than 2%** of employment in 2015.

- These figures are brought to life not only by the large number of global brands based here including: Glaxo Smithkline, Sky, McDonalds, Brompton and Diageo, but crucially the wider business community consisting of over 100,000 VAT-registered businesses and a large number of sole traders in addition to a significant proportion of public sector employers. Park Royal is the largest industrial estate in Europe.

3.7 Major planned developments will shape skills demand over the next 30 years

- Consistent with the area's industrial strengths and specialisms, qualitative analysis suggests that **planned developments and investment** in the WLA economy will have an initial impact and stimulate skills demand in industries such as **construction and engineering, human health, passenger transport** (e.g. aviation, rail) and **logistics** (freight, warehousing activities), with further trickle-down effects in a number of secondary areas such as **hospitality and retail, education, and food manufacturing**.

3.8 Nearly half of west London employment is dominated by a small number of (higher volume) occupation groups

- These include **Elementary Administration and Service Occupations, Business and Public Service Associate Professionals, Administrative Occupations, Corporate Managers and Directors, and Sales Occupations**. Together with **Caring Personal Service Occupations** these are expected to experience significant growth between 2015 and 2022 and will account for about 44% of annual job openings.

4. Our Priorities and Approach

- 4.1 Working with London Government, this strategy will inform the context for commissioning decisions for adult skills and the development of outcome agreements with providers based on our priorities. We will work with the GLA and other sub regional partnerships to hold providers to account in line with the strategy.
- 4.2 This strategy seeks to provide a whole system perspective on skills in West London, whether funded by central, regional or sub-regional or public funding, employers or individual learners and provides a strategic context for borough spend on skills and employment.
- 4.3 We have agreed a set of joint principles for how we will work with the Mayor and the rest of London Government to establish a coherent, locally relevant and deliverable skills strategy for London. (See appendix 1) This strategy will form the basis of that relationship. We have established a Skills and Employment Board with employers and providers working together with our boroughs and the GLA to provide system leadership.
- 4.4 Given the challenges and opportunities set out in sections 1 – 3, we have identified a number of themed priority areas that will support individuals from all backgrounds to engage with the labour market, progress and thrive.

- 4.5 We have built our priorities around a combination of what the evidence tells us in terms of the shape of the West London labour market, and recommendations from the Area Review of post-16 skills provision, published earlier this year.

West London's priorities are to create a skills system which is:

- Taking a whole-systems approach
- Supporting inclusion
- Working in partnership with employers and businesses
- Getting the basics right

5. Delivering an improved skills system

Our focus for action in this Strategy is divided into four thematic areas that have been developed following an extensive process of engagement and academic research:

5.1. Taking a whole-systems approach

We will work together strategically to shape the overall structural approach to developing a skills and competitive workforce, rebalancing towards vocational pathways and ensuring that we are reflecting both the skills the economy currently needs, but are also accounting for longer term trends such as technological change and an ageing workforce. Fundamentally, matching labour demand and supply at all skills levels.

Outcomes

- We will ensure a high quality, high volume offer, across the sub-region, in sectors characterised by high employer demand, in particular:
 - Construction, engineering, manufacturing, IT
 - Health and social care, teaching, nursing, medical and dental care support
 - Business management, administration, marketing and sales

Objective	Why
<i>Supporting parity of esteem between academic and vocational pathways</i>	<i>Many jobs either do not require a degree or need high level non-academic skills. These skills need urgent investment in if a lack of vocational skills are not to become a major constraint in future growth.</i>
<i>Understanding sector trends and future growth areas</i>	<i>Because the "offer" of the whole system will need to reflect both the key current sectors and those likely to grow or contract most strongly in the future.</i>
<i>Responding to the challenges and opportunities of technological change</i>	<i>Many occupations across all skills levels will become obsolete in the coming years. The skills system needs to respond to this.</i>
<i>Embedding a culture of lifelong learning</i>	<i>Education and training no longer finishes at 16, 18 or 21. All workers will need to understand this and be motivated to embrace it, and the system needs to respond accordingly with a targeted, rewarding and accessible offer.</i>

Monitoring outcomes achieved across the skills system	We will establish outcome agreements to reflect the role of all partners in delivering our priorities for the skills system and monitor our progress.
--	--

5.2 Supporting Inclusion

West London partners recognise that it is essential to ensure all learning is inclusive and adapts to meet the needs of every individual. The greatest returns on investment in skills for both workers and employers come at the lower end of the skills spectrum, where things like basic literacy, numeracy and customer service or English language skills can have a big impact on an individual's earning prospects and life chances. It is these sorts of interventions that, when delivered in a joined up way across the entire economy and provider landscape, will deliver the change at scale that the economy needs. A series of agreed principles for Adult Community Learning will be incorporated into the final skills strategy (see appendix x).

Outcomes

- We will promote inclusion for all and make sure that we understand how to support those furthest from the labour market including priority groups e.g. those leaving care, young offenders and people with learning disabilities or mental ill health.
- We will reduce the level of 16-18 year olds Not in Education Employment or Training (NEET) and increase the proportion of 19 year olds with level 2 and 3.
- Provide sufficient access to an effective and high quality SEND curriculum, offering a range of outcomes-focused and person-centred programmes for those with special education needs and disabilities (SEND), and enabling effective preparation for adulthood: employment, community inclusion, independent living and good health.

Objective	Why
English Language (ESOL) training delivered at sufficient scale to meet demand	Language barriers are one of the top reasons preventing many West Londoners entering the labour market, yet demand exceeds supply.
Improve access to supported Internships and Inclusive Apprenticeships	To enable all individuals to progress and engage in a full working life, improving their economic and health prospects significantly and reducing dependency on other public services.
Locations effected with high and entrenched unemployment	Focussing activity on those geographical areas with the highest levels of residents disengaged from the labour market to address hot spots of poverty and disadvantage.
Supporting young people into work	Analysis shows that young people in West London are disproportionately disadvantaged by the skills system.
Helping those with mental health conditions to engage	Supporting people with mental ill health into work is one of the most effective interventions for both their personal

<i>with the labour market</i>	<i>wellbeing and in reducing demand for public services.</i>
<i>Addressing in-work poverty for those in low-paid jobs</i>	<i>There are now more people in poverty in working households than there are in workless household, helping people to progress increases productivity and reduces benefits dependency.</i>
<i>Supporting older people to remain engaged with the labour market</i>	<i>Older people may be at greater risk of long term unemployment if they lose their job, limiting their quality of life and placing significant pressures on public services.</i>
<i>Sufficient, quality, accessible SEND provision with real opportunities for employment</i>	<i>Deliver the recommendations from the Area Review supporting progression through qualifications and into employment for some of our most vulnerable residents.</i>

5.3 Working in partnership with Employers and Businesses:

This priority reflects the increasingly holistic approach to skills development that we will increasingly need to take, moving away from the traditional model where schools, colleges and universities are the main providers of skills development towards one where businesses large and small play an increasingly important role in investing in the skills they will need in order to thrive in partnership with the public sector.

Outcomes

- We will increase access to higher level skills (L4+) through specialisation by colleges (in collaboration with employers) including in
 - Business – management, administration, sales and marketing
 - High tech. transportation, storage and distribution
 - High tech. food manufacture
 - Broadcasting and associated industries
- We will increase the take up of apprenticeships

Objective	Why
<i>Establishing a new partnership with businesses and employers</i>	<i>For the skills system to deliver the outcomes needed at the scale required it is necessary to find a new model for businesses and employers to work in partnership with public services and providers.</i>
<i>Securing maximum benefits from the Apprenticeship Levy</i>	<i>The Levy is an opportunity for all large employers to work together to invest in the vocational skills the economy needs.</i>
<i>Developing Sector-based approaches (digital, health, care etc) with FE, HE and business to work-based learning / training</i>	<i>It is important that the skills system is responsive to the specific needs of west London businesses and employers to ensure the sub-region remains competitive in its areas of comparative advantage.</i>

<i>Businesses investing in developing their workforce</i>	<i>Sectors need to invest in the specific skills they need to grow, working collaboratively with HE, FE and schools.</i>
--	---

5.4 Getting the basics right

This priority is about ensuring that we are fully focused on enabling those individuals and groups who are further from the labour market, or who are currently excluded from it altogether, to find employment and to boost their earning power. It includes the following activity that we will implement across the West London partnership:

Outcomes

- We will develop a locally accessible offer of foundation skills for all West London residents covering
 - Entrepreneurialism; Resilience; English; ESOL; STEM and Employability skills
- We will improve Information, Advice and Guidance, in particular relating to future employment opportunities, for parents and young people.

<i>Objective</i>	<i>Why</i>
<i>Information, Advice and Guidance delivered at scale</i>	<i>To ensure every child has an excellent introduction to work and appropriate aspirations and ambitions e.g. through the Gatsby Standards for schools careers advice.</i>
<i>Basic Employability Skills development built into the curricula of all providers</i>	<i>Schools, FE, HE and other providers need to demonstrate the importance of core employability skills across all subjects</i>
<i>Improve low and no skilled adults' educational attainment, enhancing resilience and independence, social, economic, physical and emotional wellbeing</i>	<i>To ensure all adults have pathways open to them to learn and to develop, building on the west London strategy and principles for Adult Community Learning (appendix) to help all people progress into employment.</i>
<i>Ensure T-Levels provide high quality pathways to productive work for all young people in west London</i>	<i>T-levels provide a radical reform to improve vocational and technical pathways by focusing schools, colleges and work based learning providers on ensuring that the 14-19 curriculum offer will support positive destinations at the ages of 16, 17 and 18.</i>

6. Measuring success

- How will we know we are delivering
- KPIs e.g.
 - Unemployment rate
 - Employment rate for key cohorts further from the labour market
 - Employer reported skills gaps

- Level of take up of ESOL
- Changing net disposable income levels, especially among the lower paid
- Reduction in benefits and support costs for those entitled and in receipt
- Qualifications & progression
- Outcome agreements will be developed to monitor progress against an agreed set of measures reflecting our priorities for west London.

7. Governance

It is important that everything we do happens within a clear governance framework that allows decisions to be made quickly and effectively, to allow resources to be corralled, and to strengthen the voice of West London on the London and national stages. Led by the West London Skills and Employment Board, accountable to the West London Economic Prosperity Board joint committee, we will work in partnership with the Mayor and GLA to ensure:

- **Strong governance and accountability** structures to ensure appropriate use of public funds and capability to act if strategic objectives are not met.
- **Employer and Skills Sector engagement** to bring invaluable insight into the interpretation of and response to local labour market intelligence.
- **Data and analytical capability** – this includes some purchased data and capacity to interpret it as well as local qualitative and quantitative knowledge of regeneration-led demand and learner demand. Demand will be matched against supply to understand gaps.
- **Capacity to coordinate and commission** WLA provides the secretariat capability to support the board, coordinate input from stakeholders, monitor delivery and in the longer term support commissioning decisions.

Appendix 1

Devolved Skills System in London: Principles for Joint Working between the GLA and London's sub-regional partnerships

City Hall and the London boroughs are committed to working together – through London Councils and the sub-regional partnerships - to prepare for and deliver skills devolution.

This includes committing to a series of principles for joint working, building on those currently established including through the approach to the London Area Review earlier last year.

Recognising that there is still a lot of uncertainty about the exact nature of the Adult Education Budget (AEB) devolution deal on offer from government, the GLA and London's boroughs have agreed to work together to secure the best outcomes for London as a whole through:

- **Governance and influence:** we agree to the principle of joint governance over a devolved skills system, whilst recognising that the exact form of this governance can only be agreed once the roles, functions and responsibilities to be transferred by government to the Mayor are clear. In the meantime, the Deputy Mayor and Sub-Regional Lead Members for skills will meet collectively on a regular basis to ensure that London's sub-regions have the opportunity to influence and inform transition planning, strategy development and delivery of a devolved skills system.
- **Joint early strategic input** at political and officer level to the London Skills Strategy, Adult Education Budget Funding Policy Statement and Adult Education Budget Commissioning Strategy will ensure that both regional and sub-regional needs and priorities are effectively represented in these strategies.
- **Employer engagement:** the GLA and the sub-regional partnerships will ensure that employers are engaged at all levels across London, to develop a granular understanding of their needs and ensure that skills provision under a devolved system is responsive to those needs.
- **Monitoring provider performance:** we agree that the GLA and sub-regional partnerships will each have a role in monitoring provider performance. We will work together to determine our respective roles in provider performance management to ensure that both regional and sub-regional priorities are being met. It is expected that these monitoring mechanisms will, in future, inform the commissioning of a devolved skills system.
- **Skills for Londoners capital funding:** will in future be informed by the London Skills Strategy and therefore need to align with regional, sub-regional and local skills and economic development priorities. A Skills for Londoners Capital Fund sub-group is being set up to provide a strategic steer on the programme and proposals. London Councils will provide representation on this group on behalf of London's boroughs and sub-regional partnerships.

As more details emerge from government about the specifics of the proposed AEB devolution deal, including the readiness conditions, the detail of the statutory responsibilities, functions and powers that will transfer from the Secretary of State to the Mayor and those that will continue to be held by

government, we are committed to formulating joint governance arrangements and formalising principles for joint working through a Memorandum of Understanding.

In the meantime, we have already begun putting these partnership principles into practice as follows:

1. London Skills Strategy development

The GLA has set out a timetable of activities (as below) to develop the London Skills Strategy working closely with the sub-regional partnerships (SRPs) at officer and political level. This joint work has already begun, and will continue through all stages of the strategy development including agreeing and running joint consultation activity.

4 April	Strategy workshop with the SRPs to discuss draft framework
4 April	Feedback incorporated. Draft Taskforce paper shared w/ SRPs for comment
26 April	Meeting of Deputy Mayor with SRP Skills Leaders
27 April	Present draft strategy framework to first meeting of SfL Taskforce
Late May	Meeting 1: London Skills Strategy Task & Finish Group incl. SRPs
May-June	Stage 1 consultation incl. with SfL Stakeholder Advisory Group
June-July	Undertake opinion research (agreed with SRPs)
Early July	Meeting 2: London Skills Strategy Task & Finish Group incl. SRPs
Mid-July	Present update to second meeting of SfL Taskforce
August	Officers prepare draft strategy
Early Sept	Meeting 3: London Skills Strategy Task & Finish Group incl. SRPs
Mid Sept	Deputy Mayor & SRP Skills Leaders sub-group review draft strategy
Early Oct	Present update to third meeting of SfL Taskforce
Oct-Nov	Stage 2. Consultation including events in each sub-region
Early Dec	Meeting 4: London Skills Strategy Task & Finish Group incl. SRPs
Dec	Final draft strategy circulated to Task & Finish Group incl. SRPs
Late Jan	Present final draft for endorsement to SfL Taskforce

Feb-March	Mayoral approval of final strategy
-----------	------------------------------------

2. Preparations for devolution of the Adult Education Budget

The GLA, London Councils and the sub-regional partnerships have planned a series of workshops during June and July with skills providers to help understand the current systems and operations in place to administer the Adult Education Budget (AEB).

Information gathered during these sessions will help the GLA with its preparations for managing the programme of activity relating to the Mayor's role in assuming responsibility for AEB from 2019/20. It will also shape thinking towards the development of the AEB Skills Funding Statement and Commissioning Strategy, where relevant.

The GLA and sub-regional partnerships will also continue to meet separately to reflect on the learning from these sessions and to develop plans for the devolved AEB commissioning cycle, including the role that the sub-regional partnerships and London boroughs will play in this process.

Appendix 2 – Adult Community Learning

Eight principles for future delivery of Adult Community Learning Services in west London have been agreed by the West London Employment and Skills Board. These reflect a core aim of all borough services which is to deliver excellent, fair, and responsive, Adult Community Learning built on the promotion of opportunity, resilience and social cohesion. These are that West London ACL services should be:

1. STRATEGIC: The West London ACL strategy should form part of a broad skills strategy to achieve shared outcomes, overseen by the West London Skills and Employment Board, liaising with the pan-London governance structure.

2. FOCUSED: ACL services should broadly focus on supporting the most disadvantaged residents over the age of 25 without basic skills, in low paid employment or furthest away from work, as well as enabling learners with health and well-being issues and/or learning difficulty or disabilities of all ages to take steps towards healthier, more independent lifestyles.

3. RESPONSIVE: Service delivery should support West London's 'Vision for Growth' and be responsive to current labour market and employer needs.

4. MEETING BASIC SKILLS NEEDS: The curriculum offer in West London should concentrate on Basic English including ESOL (English for Speakers of Other Languages), maths and digital skills programmes, health and wellbeing, family learning, social inclusion, LDD (learning difficulties and disabilities), community engagement, retraining and cohesion programmes. Learners' views should continue to be sought, considered and used to influence and design the offer.

5. ENABLING PROGRESSION: ACLs across West London should work towards developing clear progression pathways, including into Further Education and Higher Education. All adult learners should be offered careers support. Learners should also be encouraged to be active citizens and be healthier, more self-sufficient and resilient.

6. LOCAL: Future ACL delivery in West London should enable variable delivery models. Learners should remain at the heart of the provision and there should be mechanisms to engage learners in the development of any proposed changes and to assess the impact of any proposed changes on all learners.

7. JOINED-UP ON POLICY: West London Boroughs should strive to develop joined up policies – making use of pan-London policies where they have been developed.

8. FAIRLY FUNDED: Funding for Adult Community Learning in West London should be fairly allocated while avoiding destabilising any one provider. Resources should be used to deliver ACL effectively in the broader context of funded skills delivery in West London.