<u>Terms of Reference – Associate Member Appointment</u>

Taskforce Vision

A growing skills gap in the built environment sector is creating a significant barrier to achieving London's net zero carbon targets. Urgent action is needed to assure an attractive and sustainable commercial built environment - increasingly important for London's future allure as a global business location.

In response, the City of London Corporation is convening a taskforce composed of employers, education and training providers, industry bodies, and national and local government to address the green skills gaps in the commercial built environment.

Through attracting and reskilling Londoners, the aim is to create a skilled workforce that will build and maintain a world class sustainable built environment for the Square Mile and Central London.

Taskforce Structure

The Taskforce has three levels of Governance:

- <u>Strategy Steering Board - Overall strategy and influence.</u>
    - Chris Hayward – Deputy Chair of Policy, City of London Corporation [Chair]
    - Charles Begley – Chief Executive, City Property Association [Deputy Chair]
    - 15 senior leaders (inc. employers, industry bodies, training and education providers). Allocated to one of the three workstreams below.

- <u>Associate Members – Taskforce champions and insight</u>
    - <50 influential representatives across the built environment. Providing insights and support to the Working Groups.

- <u>Working Group Members – Delivery of outputs</u>
    - Subject matter experts allocated to one of the Working Groups. Responsible for delivering outputs.

The City of London is responsible for all Steering Board, Working Group and Associate Member appointments.

<u>Principles</u>

The Taskforce will use its convening power to centralise and focus the excellent but fragmented efforts to solve the green skills gaps across central London's commercial built environment.

The Taskforce will take forward actions in the context of the following principles:

- **Focusing on action and solutions for both immediate and long-term change** to ensure that central London has access to a workforce with the skillsets to decarbonise its commercial built environment.
- **Drawing on high quality evidence and data**, to ensure that interventions are effective and grounded on the collective wealth of recent and ongoing research from stakeholders from across the built environment.

- Leading change across the entirety of central London's commercial built environment - **inspiring a wide range of stakeholders** to invest in upskilling, reskilling and attracting a new cohort of entrants into the built environment sector.

The Taskforce will value and draw upon each member's own knowledge, experience and understanding of the green skills gaps across central London's commercial built environment. The Taskforce will bring their different viewpoints together with evidence to form and act upon joint recommendations to address the challenge of decarbonising central London's commercial built environment.

Time commitment

For Associate Members, there will be two 1.5hr meetings a year (between 23rd June 2022 and March 2025).

Associate Members are expected to prioritise attendance at meetings. Substitutes are not permitted. Apologies for absence should be made to the Taskforce Secretariat, via SkillsforaSustainableSkyline@cityoflondon.gov.uk

The Chair reserves the right to call additional meetings where necessary. Items may also be shared and agreed in correspondence where these need to be addressed ahead of the next meeting.

Responsibilities:

- Collate and share their organisation's workforce data – to support the purposes of Workstream #1.
- Make evidence-based decisions - actively consider the research that comes from Workstream #1.
- Identify good practice across the UK - consider whether they provide potential measures and solutions which have relevance for this Taskforce.
- Raise the profile of the taskforce and its aims - when speaking at events about green skills and green buildings in London.
- Support the Working Groups – either by sharing insights on an ad hoc basis, by joining one of the Working Groups if and when there is synergy with Associate Members' areas of interest and expertise, or by signposting to a colleague to join a Working Group.
- For employers – be open to actively supporting upskilling and reskilling of their own existing workforces.
- Review performance within Members' own organisations - identify specific barriers / successes in the upskilling, reskilling and attraction with green skills for their workforces.

Membership of Working Groups

Outside of the Associate Member meetings, Associate Members will support the Working Groups by sharing insights and data, and by either joining the Working Groups personally or signposting to a colleague.

Working Group members (subject matter experts) will join one of the sub groups below, and are asked to commit to 10 days of work across the life of their 'task and finish' subgroup. These individuals will design and deliver the outputs for their workstream and meetings will be action-

focused to ensure that the Working Groups are moving at pace to translate the Workstreams into concrete deliverables.

Workstream 1 - Evidence base on skills gaps (2022)		
Need: There is a lack of understanding about current and emerging green skills gaps relating to the commercial built environment. Existing evidence is largely focused on the domestic sector and the broader built environment. Many employers and industry bodies have conducted research on current and emerging green skills gaps, there is a need to pull this evidence together to identify trends in the commercial sector. Greater insight is needed on gaps in existing qualifications and apprenticeship standards, and reasons for a lack of demand for existing courses. Clarity is needed around the barriers and the business case for plugging identified green skills gaps, to ensure effective and focused interventions.	**Output:** Evidence on: emerging 'green skills' needs relating to Central London's planning pipeline, commercial retrofit and building maintenance; associated gaps in training provision; the business case for re-skilling.	**Sub Groups:** Pipeline: Evidence planning pipeline of sustainable buildings across central London's commercial built environment; Skills gaps: Identifying specific skills gaps needed to decarbonise central London's commercial built environment; Qualifications gaps: Exploring whether new qualifications and apprenticeship standards are needed to address green skills gaps; Business case: Compiling a comprehensive business case for investing in green skills to decarbonise central London's commercial built environment Barriers to action: Identifying barriers to filling skills gaps and shortages and potential solutions to overcoming them
Workstream 2 – Responding to the evidence (2023/24) - The need/aims/activities will be defined by the outcome of the research piece in Workstream 1		
Need: Bridging identified skills and qualification gaps, tackling barriers, and promoting the business case for skills investment will ensure that central London has access to the skills it needs to decarbonise its commercial built environment. Developing interventions based on robust evidence will increase effectiveness.	**Output**: Informed by the findings of Workstream 1: This may include piloting new qualifications or boosting demand for existing courses, increasing demand for commercial retrofit work through procurement rules, planning policy or funding options to boost investment in skills.	**Sub Groups:** Qualifications: Exploring the creation of new qualifications, apprenticeship standards, career pathways. Government levers: Exploring policy levers for local and national government. Finance: Exploring commercial financing options to pay for additional investment in green skills.

Workstream 3 - Industry wide campaign to upskill, reskill and attract, 2023-25:		
Need: The current built environment workforce is too small to meet demand. This problem is expected to grow in line with greater demand for green builds/retrofits /maintenance, modern methods of construction. The workforce has an issue of poor diversity (including an aging workforce). There is a need to attract a younger and diverse workforce to join the sector, as well as incentivising the existing workforce to upskill/reskill with green skills. A two-pronged industry wide workforce campaign is needed. Motivating employers and sole traders to upskill and reskill, and to attract new entrants into the sector. This will fulfil both the immediate skills needs, as well as expanding the commercial built environment's workforce to prepare for the future demand in sustainable buildings.	**Output:** Campaigns to: 1) Motivate existing workforce to upskill, and promote career pathways. 2) Attract new entrants to join the built environment workforce and promote career pathways.	**Sub Groups:** Existing workforce: Motivating individuals to upskill / reskill to meet changing labour market. New entrants: Engaging with job brokerages and education providers to promote the wide range of careers using green skills across central London's commercial built environment. Including a focus on unrepresented groups. Investment in training: Engaging with employers to encourage increased or refocused investment in upskilling and reskilling their workforce.

Public communications

Associate Member appointments will be communicated publicly in May 2022. Members are asked to work with the City of London Corporation to allow consistency and coordination of messaging and to support successful engagement with the wider sector as well as the public.

Role of the Secretariat

The City of London Skills Policy Team will provide the Secretariat. The Secretariat will ensure that papers are of the required quality and are issued at least one week prior to a meeting.

Key Contacts

City of London Corporation's Taskforce Team (Taskforce Secretariat)
- Sophie Hulm, Head of Skills – sophie.hulm@cityoflondon.gov.uk
- Chris Oldham, Policy and Programme Manager – chris.oldham@cityoflondon.gov.uk
- Olivia Larkin, Senior Policy and Programme Manager – olivia.larkin@cityoflondon.gov.uk

ANNEX A: TASKFORCE MEMBERSHIP:

Chair:

- **Chris Hayward**, Deputy Policy Chair, City of London Corporation (CoLC).

Deputy Chair:

- **Charles Begley**, Chief Executive, City Property Association

Full list of Taskforce Members (In alphabetical order)

- **Bola Abisogun OBE**, Founder & Chairman, DiverseCity Surveyors
- **Tim Balcon**, Chief Executive Officer, Construction Industry Training Board
- **Julia Barrett,** Chief Sustainability Officer, Willmott Dixon
- **David Frise**, Group Chief Executive Officer, Building Engineering Services Association (BESA) and Member of Executive Group, Actuate UK
- **Martin Gettings**, Head of ESG Europe, Real Estate, Brookfield
- **Alison Gowman**, Trustee, Trust for London
- **Emma Hoskyn**, UK Head of Sustainability, JLL
- **Sir Stuart Lipto**n, Co-Founder and Partner, Lipton Rogers
- **Carol Lynch,** Chief Executive, Construction Youth Trust
- **Iain McIlwee,** Chief Executive Officer, Finishes and Interiors Sector (FIS)
- **Fiona Morey,** Pro Vice-Chancellor (Compulsory and Further Education), London South Bank University
- **Benjamin O'Connor**, Director, New London Architecture
- **Stephen Pomeroy**, Founder and Chief Executive, BECG
- **Hannah Vickers,** Chief of Staff, Mace
- **Danna Walker,** Founder, Built By Us