



**Terms of Reference – Working Group Member Appointment**

**Taskforce Vision and Workstreams**

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 commercial built environment for the Square Mile and Central London.

<b>Workstream 1 - Evidence base on skills gaps (2022)</b>		
<p><b>Need:</b> 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.</p> <p>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.</p> <p>Greater insight is needed on gaps in existing qualifications and apprenticeship standards, and reasons for a lack of demand for existing courses.</p> <p>Clarity is needed around the barriers and the business case for plugging identified green skills gaps, to ensure effective and focused interventions.</p>	<p><b>Output:</b> 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.</p>	<p><b>Sub Groups:</b> Pipeline: Evidence planning pipeline of sustainable buildings across central London's commercial built environment;</p> <p>Skills gaps: Identifying specific skills gaps needed to decarbonise central London's commercial built environment;</p> <p>Qualifications gaps: Exploring whether new qualifications and apprenticeship standards are needed to address green skills gaps;</p> <p>Business case: Compiling a comprehensive business case for investing in green skills to decarbonise central London's commercial built environment</p> <p>Barriers to action: Identifying barriers to filling skills gaps and shortages and potential solutions to overcoming them</p>
<p><b>Workstream 2 – Responding to the evidence (2023/24)</b> - The need/aims/activities will be defined by the outcome of the research piece in Workstream 1</p>		
<b>Need:</b>	<b>Output:</b>	<b>Sub Groups:</b>



<p>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.</p> <p>Developing interventions based on robust evidence will increase effectiveness.</p>	<p>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 or funding options to boost investment in skills.</p>	<p>Qualifications: Exploring the creation of new qualifications, apprenticeship standards, career pathways.</p> <p>Government levers: Exploring policy levers for local and national government.</p> <p>Finance: Exploring commercial financing options to pay for additional investment in green skills.</p>
<p><b>Workstream 3 - Industry wide campaign to upskill, reskill and attract, 2023-25:</b></p>		
<p><b>Need:</b> 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.</p> <p>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.</p> <p>A two-pronged industry wide workforce campaign is needed. Motivating employers and sole traders to upskill and reskill, and attract new entrants into the sector.</p> <p>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.</p>	<p><b>Output:</b> Campaigns to:</p> <ol style="list-style-type: none"> <li>1) Motivate existing workforce to upskill, and promote career pathways.</li> <li>2) Attract new entrants to join the built environment workforce and promote career pathways.</li> </ol>	<p><b>Sub Groups:</b> Existing workforce: Motivating individuals to upskill / reskill to meet changing labour market.</p> <p>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.</p> <p>Investment in training: Engaging with employers to encourage increased or refocused investment in upskilling and reskilling their workforce.</p>

**Principles**

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.

### **Working Group membership and responsibilities:**

The Working Groups are made up of a diverse group of subject matter experts from organisations represented on the Associate Membership and Strategy Steering Board. They represent a range of sub-sectors who work in central London's commercial built environment. Membership of the Working Groups will be fluid and Associate Members can join and leave the Working Groups according to their areas of interest and expertise.

The Working Group members will

- **Support their workstream's delivery partner and secretariat in designing and delivering the workstream's outputs** – This is likely to involve input outside of the monthly meetings e.g. reviewing content.
- **Respond to requests from the taskforce** e.g., sharing workforce data where possible.
- **Raise the profile of the taskforce and its aims** (in their organisation and beyond).
- **Identify and share examples of best practice and lessons learnt** from their own organisation and beyond.
- **Make evidence-based decisions** - actively consider the research that comes from Workstream #1.

### **Public communications**

This is an independent Taskforce, commissioned and led by the City of London Corporation. Appointments will be made based on the breadth of skills and experience needed across the Taskforce and will be communicated before first Taskforce meeting commences on 23 June 2022.

Taskforce members will ensure their organisations work with City of London's communications colleagues to allow consistency and coordination of messaging around its work and to support successful engagement with the wider sector as well as the public.



**SKILLS FOR A  
SUSTAINABLE  
SKYLINE**

### **Attendance, frequency, timings and location of meetings**

The Working Group Members will commit to 10 days of work in any given year to deliver on their outputs (this includes meetings).

The Working Groups will meet on six occasions (2hr Task and Finish meetings) over the course of a year and work in between each meeting, until the output of the workstream is delivered (see pages 1-2 for the workstream timescales). These Task and Finish meetings are arranged and chaired by a member of the Strategy Steering Board. Additional involvement will be required outside of the Task and Finish meetings e.g. attendance at events to launch the various taskforce outputs, telephone calls by mutual consent and other tasks agreed by the working group.

Quorum will be met when at least half the Working Group members are in attendance. Working Group members are not able to substitute in other team members to cover their place if they are unable to attend a meeting.

Apologies for absence should be made to the Taskforce Secretariat (contact details are below).

### **Key Contacts**

1. City of London Corporation's Taskforce Team (Taskforce Secretariat)

- Sophie Hulm, Head of Skills – [sophie.hulm@cityoflondon.gov.uk](mailto:sophie.hulm@cityoflondon.gov.uk)
- Chris Oldham, Policy and Programme Manager – [chris.oldham@cityoflondon.gov.uk](mailto:chris.oldham@cityoflondon.gov.uk)
- Olivia Larkin, Senior Policy and Programme Manager – [olivia.larkin@cityoflondon.gov.uk](mailto:olivia.larkin@cityoflondon.gov.uk)



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## 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 Lipton**, 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