

Routes to 20m: Closing the workforce digital skills gap

End of Sprint 1 workstream update

OUR AMBITION: A digitally capable and confident UK workforce with every member able to do all the digital tasks essential for work

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Developing routes to 20 Million: A five-year strategy

There are still over 20 million people of working age without the digital essentials. In 2025, our priority is designing for scale, building on what worked in 2024 and identifying new routes to expand reach.



A plan for 2025 and beyond

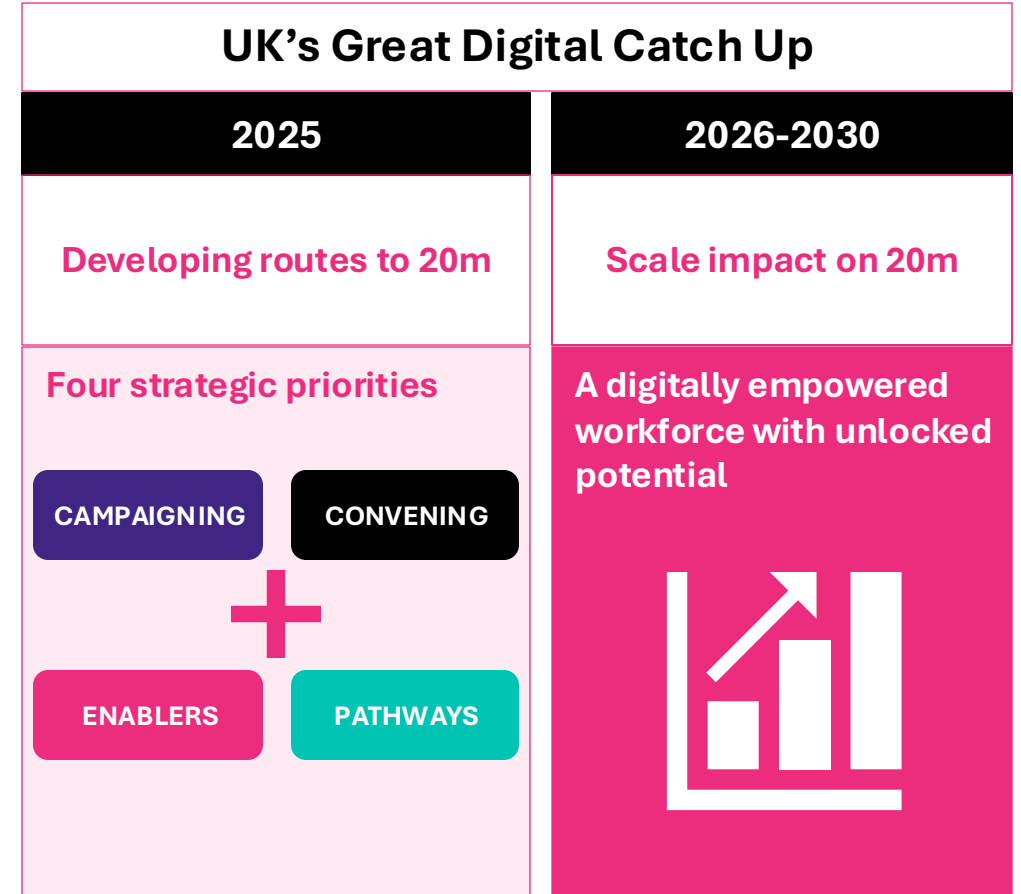
Delivering large-scale change requires a clear vision and plan. It also requires coordination.

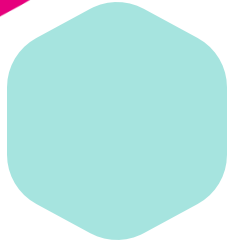
In 2025, FutureDotNow will pursue four strategic priorities, continuing what works and testing new routes to reach people at scale.

1. **Campaigning:** Work to keep the spotlight on the needs of working-age adults in the 'hidden middle'
2. **Convening:** Provide sustainable coordinating capability, with shared measures
3. **Enablers:** Continue to identify and develop solutions to address systemic barriers
4. **Pathways:** Identify scale routes to uplift the c20m working-age adults without essential digital skills for work

As convener, FutureDotNow will continue to provide the infrastructure for collective action, which includes:

- **Three 10-week sprints** over the year, each with a kick-off call, mid-point connect and end of sprint workshop
- **Co-leadership model**, with two industry leads for every Enabler and Pathway
- **Action-focused environment** where it's easy for members to participate, individuals are empowered to take ownership, and contributions are celebrated
- **Annual Workforce Digital Skills Summit** to champion the issue, profile impact, and energise the wider network





Workstream updates

The 2025 programme of work is divided into two types of activity:

ENABLERS

Identifying and developing solutions to systemic barriers

Fixing systemic barriers to progress. There are seven workstreams for priority action in 2025. Some comprise a bespoke funded project working with a specialist third party. Others will be worked on by workstream project teams.

1. **Future-Fit Skills Framework**
2. **Economic Impact**
3. **Social Value**
4. **Training Content**
5. **Motives And Confidence**
6. **Measuring Impact**
7. **Needs of Small and Medium Enterprises**

PATHWAYS

Establishing multiple potential touchpoints to reach individuals.

Building a framework for scale impact and focusing on identifying pathways to reach working-age adults at scale. This is a new exploratory area of work for 2025. There are four priority pathways, and one influence pathway.

Four priority pathways to reach working age adults at scale:

1. **Sector**
2. **Place**
3. **Skill area**
4. **Not in work**

Plus, an influence pathway to break the cycle in future talent pipeline:

5. **Breaking the cycle for young people**

The priority for Sprint 1 is MOBILISATION.

We have a growing community of Co-Leads and Sponsors

ENABLERS

Identifying and developing solutions to systemic barriers

Enabler	Co-Chairs	Organisation	FDN Lead
Co-Chairs	Chintan Patel	Cisco	Liz Williams
	Deb O'Neill	Oliver Wyman	
Workstream	Co-Leads	Organisation	FDN Lead
Future-Fit Skills Framework	James Freed	NHS England	Holly Chate
	Dr Matt Forshaw	Turing Institute	
	Kerry Harrison	Lancashire Skills Hub	
Social Value	Social Value Act:		Liz Williams
	Anna Farquharson	Independent specialist	
	Dave Farrell	NHS England	
Training Content	Learning content:		Paul Fleming
	Kirsty Adams	Barclays	
	Niamh Patton	Nationwide	
	Digital Badging: TBC		
Measuring Impact	Paul Fleming (Plus more TBC)	Accenture	Liz Williams
Needs of SMEs	Karen Licurse (Plus more TBC)	Digital Boost	Holly Chate

PATHWAYS

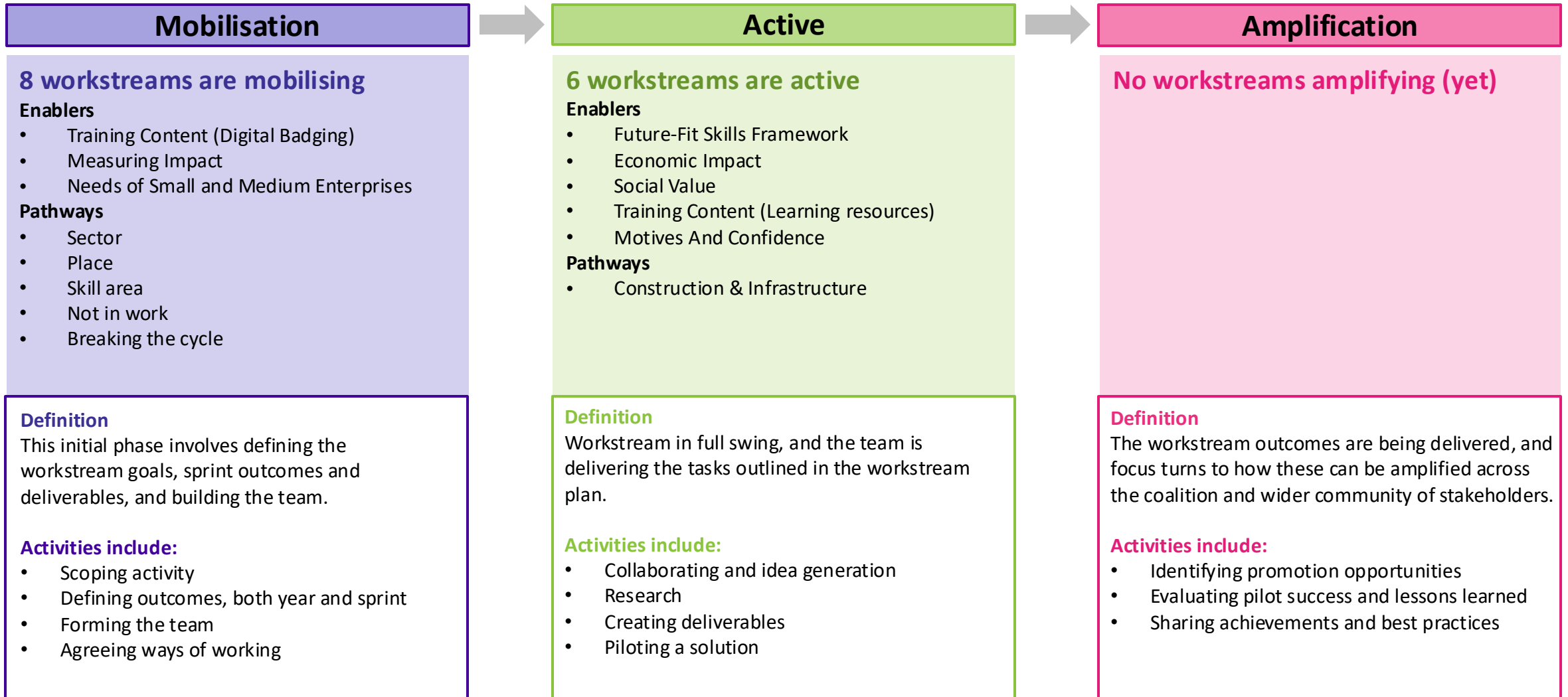
Establishing multiple potential touchpoints to reach individuals.

Pathway	Sponsor	Organisation	FDN Lead
Sector	Ailsa King, <i>Chief Commercial Officer</i>	Marsh McLennan	Liz Williams
Place	TBC	TBC	Liz Williams
Skill Area	Jitender Arora, <i>Chief Info-Sec. Officer</i>	Deloitte	Holly Chate
Not in Work	Emma Kendrew, <i>Head of Tech EMEA</i>	Accenture	Liz Williams
Breaking the cycle	TBC	TBC	Liz Williams

Action Community	Co-Leads	Organisation	FDN Lead
Construction	Naomi O'Neill	Amey	Holly Chate
	Aurelie Marais Machurat	Bouygues UK	
Medical	James Freed (Plus more TBC)	NHS England	Paul Fleming
South-West	Julie Hawker MBE (Plus more TBC)	Cosmic	Liz Williams
Being Safe & Legal Online	Jess Reddy	Deloitte	Holly Chate
	Toni Ives	Barclays	
Not in Work	Judith Jackson-Merrick	Accenture	Paul Fleming
	Helen Milner OBE	Good Things Foundation	

Different workstreams are at different stages

There are several key phases to programme delivery, including team activation, scoping/planning, active delivery and amplification. Sprint 1 focused on mobilising the teams and confirming outcomes for 2025, which will inform the activity of Sprints 2 and 3.



Complex workstreams can be in **Active** and **Amplifications** stages at the same time, producing multiple outcomes

Future-fit Work Skills Framework



Two 2 co-leads in place	Team members in place, roles agreed	End of year goal agreed	Priorities for next sprint agreed	Mobilisation complete	<table border="1"> <tr> <td>Completed / On track</td> </tr> <tr> <td>In progress</td> </tr> <tr> <td>Not started / delayed / help needed</td> </tr> </table>	Completed / On track	In progress	Not started / delayed / help needed
Completed / On track								
In progress								
Not started / delayed / help needed								

Area	2025 Goal	Sprint 1/2 priorities
1. Ownership	<ul style="list-style-type: none"> Framework ownership is resolved 	<ul style="list-style-type: none"> Reflect on DSIT Action Plan and the impact on framework ownership/review Continue to strengthen relationships across DfE, DSIT, Skills England
		<ul style="list-style-type: none"> Definition developed for “What is an essential digital skill” to inform how new tasks are assessed for inclusion in the framework
2. Review process	<ul style="list-style-type: none"> An appropriate review process is proposed that ensures the framework keeps pace with tech developments (e.g. AI). 	<p>DSIT GRANT: <i>Incorporating the emerging use of AI in the workplace</i></p> <ul style="list-style-type: none"> An assessment of the current relationship between the Essential Digital Skills framework and the (emerging) AI for work framework being developed by the Turing Institute (with the DSIT Office of AI and Innovate UK), and the opportunity to harmonise the two frameworks. A review of the current 20 Work tasks within the Essential Digital Skills framework with the FutureDotNow community (and more broadly) to identify existing tasks where examples could embed/reference AI tools Recommendations to enable the Essential Digital Skills framework to be updated as appropriate

Future-fit Work Skills Framework



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Area	2025 Goal	Sprint 1/2 priorities
3. Positioning in the landscape	<ul style="list-style-type: none"> Framework is better positioned into the wider picture of standards, qualifications and curriculum 	<ul style="list-style-type: none"> Define objective and approach to mapping UK landscape, including the routes to funding
		<ul style="list-style-type: none"> Review Scotland and Wales approach to mapping the landscape
		<ul style="list-style-type: none"> Identify opportunities to better align EDS with different assets
4. Growing adoption of a common language	<ul style="list-style-type: none"> Framework is recognised and adopted by industry and government as the digital skills baseline for workers. Framework is more actionable, accessible and relevant to different business audiences. 	<ul style="list-style-type: none"> Review the outputs of industry validation survey and Data Study Group and develop recommendations on what this means for the framework.
		<ul style="list-style-type: none"> Confirm additional question for CDI and manage to delivery with LBG and Ipsos.
		<ul style="list-style-type: none"> Develop visual articulation on how EDS sits alongside other digital skills
		<p><i>DSIT GRANT: Making the framework more actionable, accessible and relevant</i></p>
		<ul style="list-style-type: none"> Develop a methodology to create overlays to the task level detail within the framework to bring the framework to life for different business audiences, as the current examples aren't universally relevant. The methodology would include reviewing work done to date, clarifying the problem statement, and if overlays were deemed valuable, creating a templated input approach, so that it is easy for additional lenses to be created over time e.g. SME lens, Retail lens, Government lens.

Future-fit Work Skills Framework



Team member	Organisation	Area of focus
James Freed	NHS England	Common Language
Dr Matt Forshaw	Alan Turing Institute	Common Language Grant Project
Kerry Harrison	Lancashire Skills & Employment Hub	Ownership Review
Holly Chate	FutureDotNow	Ownership Common language Grant Project
James Baskerville	DfE	Review Positioning in landscape
Helen Guezelkuecuk	DfE	Review Positioning in landscape
Usama Edo	IfATE	Grant Project
Paddy Craven	City & Guilds	Positioning in landscape
Patricia Barlow	BCS	Positioning in landscape
Rachid Hourizi	Institute of Coding	Common Language
Jemma Waters	Lloyds Bank	Common Language
Jeff Colclough	Amey	-
Megan Venn-Wycherley	Swansea University	DSIT Grant Project Lead

Co-lead

Successes so far

Evidence of influence in Government strategy: “Enhance support for the framework that helps people and businesses get the essential skills they need to get online safely and with confidence”

- We recognise that the essential skills which are required to interact safely, and fully benefit from being online, will continue to evolve and change at pace with technological advances and widespread digitisation of public services and the economy.
- **Active cross-governmental sponsorship of a common framework is crucial to ensure that available resources are spent on promoting access to the right skills for life and work.**
- This informs national standards that provide the basis for essential digital skills provision for both young people and adults, can support provision for young people, and offers a clear framework to rally businesses to upskill their workforces.

Blockers, risks or dependencies

Risk: Need to link up with work at Lloyds and Ipsos on framework review

Risk: DSG results not yet released and becoming less relevant given time delay

Any points for discussion with wider community

Economic Impact

Area	Sprint 1 priorities	Sprint 2 priorities
DSIT GRANT: Economic impact of Essential Digital Skills in working-age adults	<ul style="list-style-type: none">• Development of an authoritative economic model that credibly shows the far-reaching value of the labour force being equipped with the essential digital skills for work.• A model which can be used to provide an initial set of data-driven insights that translate complex economic findings into clear and actionable insights for diverse stakeholders.• Data which can be used to support a clear business case for both government and industry to invest in training the labour force in essential digital skills.	<ul style="list-style-type: none">• Develop a communications plan which continues targeted messaging to reach key audiences, starting with the Summit, April 30.• Explore the potential to combine economic and social impact data into a joint business case for action.

Successes so far
<ul style="list-style-type: none">✓ New primary research, 2000 respondent completed self-report questionnaire assessing digital capability against 20 EDS for work tasks – includes multiple demographic data points✓ Econometric analysis and models<ul style="list-style-type: none">• Impact on earning, individual and wider economic impact• Impact on employment, individual and national✓ Interim report with final advisory group input 20 March• Final report on target, end of March with launch Summit, 30 April

Social Value

Two co-leads in place	Team members in place	End of year goal agreed	Priorities for next sprint agreed	Mobilisation complete
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Completed / On track
In progress
Not started / delayed / help needed

Overall Goal	<p>This workstream has a long-term aspiration goal to establish the building of essential digital skills within the workforce as a credible way of delivering social impact (ESG). The thesis is that this will unlock capacity and impact by creating new motivation among business leaders to help people build these skills both in their workforces and in the wider community. For 2025, two priority areas of work have been identified:</p> <ul style="list-style-type: none"> • Help target social value interventions to deliver systematic impact on digital inclusion by producing guidance, for both public sector commissioners and suppliers, on how digital skills and inclusion contributes to stated Government social value priorities. • Measuring the Social Value of Workforce Digital Skills
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Area	2025 Goal	Sprint 1 Deliverables	Priorities for next Sprint
Social Value Act Guidance	<ul style="list-style-type: none"> • Produce and publish guidance for public sector commissioners and suppliers that will help to target social value requirements and interventions to deliver systematic impact on digital inclusion. The guidance is aligned to the Social Value Act and associated procurement policy rules, frameworks and priorities. 	<ul style="list-style-type: none"> • Supplier Guide (and supplementary advice TBD): Work to reform team for 2025 and regroup around initial work delivered in 2024, with the view to produce guide for suppliers. Bouygues have offered to co-lead. • Commissioner Guide: Our headline goal is to finalise guide content ready for publication, with a view to make the most of the opportunity the Workforce Digital Skills Summit (30 April) gives for amplification. 	<ul style="list-style-type: none"> • Launch the commissioner guide (get feedback and iterate over time). • Begin work for the sister publication for suppliers.
PROJECT: Social Value Report	<ul style="list-style-type: none"> • The primary goal is to measure the social value of developing essential digital skills in the workforce. This project will produce a report that quantifies this social value, essentially to say: <i>'the social value of someone of working age having the essential digital skills is £x'</i>. It is anticipated that this report will also serve as a foundation step to the longer-term goal of incorporating digital inclusion into ESG activities and strengthen it as a focus for social value investment under the Social Value Act. 	<ul style="list-style-type: none"> • Project stood up with third party expert partner – Sonnet Impact Consultancy. • Research methodology defined and in field with first cut reporting. • Report completed April / May 2025 	<ul style="list-style-type: none"> • Launch Report with associated comms strategy.

Co-lead	Anna Farquharson (independent) Sprint 1
Co-lead	David Farrell (NHS England)
FutureDotNow lead	Liz Williams

Social Value

Team member	Organisation	Area of focus
Anna Farquharson (Sprint 1)	Independent	Social Value expert
David Farrell	NHS England	Public procurement expert
Liz Williams MBE	FutureDotNow	Digital skills and inclusion expert
Emma Weston	Digital Unite	Digital skills and inclusion expert
Katie Heard	Good Things Foundation	Digital skills and inclusion expert

Co-lead

Successes so far

- **Evidence of influence in Government strategy** - Digital Inclusion Action Plan (chapter 5a): ‘Government will work with [FutureDotNow](#) to build the economic and social value case to incentivise businesses to upskill employees with the essential digital skills for work. This will build a foundation for incorporating digital inclusion into employers’ investment decisions, Environmental Social Governance (ESG) frameworks to hold businesses accountable, and into procurement practices through the Public Services (Social Value) Act. This will support wider work to quantify the impact of, and return on investment on, digital inclusion initiatives more broadly.’
- **Workforce Digital Skills Summit** – agenda includes focus on the business case

Blockers, risks or dependencies

- Anna steps down at end of WS1, new co-lead to be onboarded

Any points for discussion with wider community

- Workstream would benefit from additional team members

Training Content (Learning content)

Two 2 co-leads in place	Team members in place, roles agreed	End of year goal agreed	Priorities for next sprint agreed	Mobilisation complete	Completed / On track
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Area	2025 Goal	Priorities for next Sprint
Increase access to training content	A comprehensive understanding of supplier needs, enabling FDN to direct member organisations to high-quality training content that covers the 20 EDS tasks. This will ensure suppliers are well-equipped to invest in and promote training content, enhancing their role in delivering the mission.	<ul style="list-style-type: none"> Deliver 2-3 focus groups with learning providers to build EDS awareness and understand their commercial needs Explore the use of 'featured resources' to build awareness of provider's offer and increase traffic to them
Share EDS training best practice	Deliver a clear and robust training delivery guide that distils known approaches into a step-by-step format for different stakeholders. This guide will help reduce the time to action, ensuring efficient and effective training delivery.	<ul style="list-style-type: none"> Finalise 6 learning stories and share on the members area Outline the guide, identify existing content and gaps, and develop a plan to close the gaps. Start development of the guide
How AI supports training delivery	Develop Point of View (POV) on how AI can be leveraged to deliver effective learning on EDS tasks and build learner engagement.	<ul style="list-style-type: none"> Pilot Essential Digital Skills Coach MVP to understand its potential for further development in Sprint 3 Gain feedback from the FutureDotNow community on how AI is being used in learning delivery to support EDS upskilling

Training Content (Learning content)

Team member name	Organisation	Area of focus
Kirsty Adams	Barclays	Increase access to training content
Niamh Patton	Nationwide	Share EDS training best practice
Paul Fleming	FutureDotNow/ Accenture	How AI supports training delivery
Marco Buturo	Amey	
Matt Song	Barclays	
Avril Couper	Salesforce	
Lisa Brown	Good Things Foundation	
Steve Woon	Finxy	
Georgina Grishpan	GMCA	
Tori Ellaway	CAST	
Emma Moore	Cosmic	
Helen Guezelkuecuk	Department for Education	
James Baskerville	Department for Education	
Emzi Mills-Frater	NCFE	

Successes so far

- Scoping session was highly productive with open and honest discussions. We engaged in blue sky thinking and successfully narrowed this down to practical outcomes.
- Across the team we have a strong challenge mindset, which will help to ensure what we deliver is fit for purpose outcomes
- A clear ambition across the team to elevate our efforts from last year

Blockers, risks or dependencies

- **Dependency:** Understand the timescales for general updates to the EDS framework and embedding AI need so this can be factored into work with suppliers and training guide
- **Risk:** need to define team roles ahead of sprint 2 to ensure we maximise team interest and capacity

Any points for discussion with wider community

- **Future-fit framework and AI updates:** When will updates occur, and how will they impact the skills required?
- **Expert organisations vs. general suppliers:** Should we engage expert organisations to deliver specific EDS tasks rather than relying on a broad range of general suppliers? (this may fit with skill Pathway)

Measuring impact

Co-lead
Co-lead
FutureDotNow lead

Completed / On track
In progress
Not started / delayed / help needed

Two co-leads in place	Team members in place	End of year goal agreed	Priorities for next sprint agreed	Mobilisation complete
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Overall goal

This workstream is in scoping phase and is being led by Liz and Paul from FutureDotNow. Currently it is hard to quantify the effectiveness and value of the actions we are taking (both within organisations and collectively) to close the essential digital skills gap. By building a set of simple measures and using them consistently, we can build robust evidence to guide decisions and justify investments.







In sprint 1 we have agreed two areas of focus for the year:

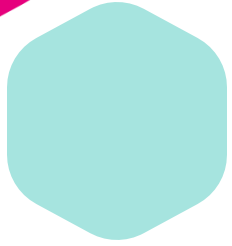
1. Shaping the impact measurement landscape on workforce digital skills. **Getting organisations to use and talk to the same metrics**
2. Capturing progress against the Theory of change / designing and implementing measures

Area	2025 Goal	Sprint 1 Deliverables	Priorities for next Sprint
Measuring progress against the Theory of change		<ul style="list-style-type: none"> • Use end of sprint workshop to get inputs on progress • Review Government’s digital inclusion action plan to identify policy gains • Document 2024 workforce assessment pilot, including outcomes. 	<ol style="list-style-type: none"> 1. Agree priorities on <u>what</u> are the most important things to measure <ol style="list-style-type: none"> a) Measuring Action that is being delivered by organisations (individually and by FDN community collectively) <i>What is the action in the theory of change we desire and what are the proxies we can measure</i> b) Measuring Outcomes ie what is changing as a result of action – longer term, slower to see impact) 2. Develop initial proposals on <u>how</u> they might be measured for review by FDN community
Shaping the impact measurement landscape on workforce digital skills	Consistent use of metrics to report the workforce essential digital skill gaps (and progress), hopefully developing a greater suite of reporting sources		<ol style="list-style-type: none"> 3. Document the current measurement sources 4. Build awareness of the current suite of measures and encourage organisations to use them consistently. 5. Investigate potential new sources of data (for example. The FutureDotNow skills assessment tools allow organisations to build up an internal picture. Anonymised data provided by a variety of organisations to FutureDotNow could be aggregated and provide a new source of insight)
Project team			<ol style="list-style-type: none"> 6. Move from scoping phase under FutureDotNow ownership to next phase of mobilisation with a project team established. Seek volunteers to join project team.

NB: Not in work pathway is separately looking to act as a pilot to baseline and evaluate the impact collective work is having on individuals, business, or society. This will be reported by the pathway and not in this workstream.

What Works: Building digital confidence

<p>Overall goal</p>	<ul style="list-style-type: none"> • To deliver an evidence-based report that helps employers improve the effectiveness of their upskilling and engagement programmes. • This project will capture the latest insights from across business on what works to help adults build essential digital skills, split into: <ul style="list-style-type: none"> • Recommended Actions • Experimental Actions • Discouraged Actions • The report will also include several employer case studies on real life upskilling programmes.
<p>Approach</p>	<ul style="list-style-type: none"> • Evidence review • Employer interviews • Focus groups to validate findings • Report development • Design and launch
<p>Outputs due</p>	<ul style="list-style-type: none"> • End April 2025
<p>With thanks to key contributors</p>	<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">  </div> <div style="text-align: center;">  </div> <div style="text-align: center;">  </div> </div> <div style="display: flex; justify-content: space-around; align-items: center; margin-top: 20px;"> <div style="text-align: center;">  </div> <div style="text-align: center;">  </div> <div style="text-align: center;">  </div> </div>



PATHWAYS

Mobilising Pathways

New development for 2025: identifying scale routes to uplift the c20m working-age adults without essential digital skills for work. Priority for Sprint 1 was mobilising sponsors and standing up first action communities.

- Three of the four priority pathways have sponsors.
- Working sessions planned for early Sprint 2 to explore options to mobilise the Place and Young People pathways.
- Two action communities stood up

Four priority pathways to reach people at scale	2025 sponsoring organisation
PATHWAY 1: SECTOR	 MarshMcLennan
PATHWAY 2: PLACE	<i>Exploratory working session with interested parties (HMRC, BCS) – 5th June</i>
PATHWAY 3: SKILL AREA	Deloitte.
PATHWAY 4: NOT IN WORK	

Influence pathway	
BREAKING THE CYCLE FOR YOUNG PEOPLE	<i>Exploratory working session with interested parties (TBC) – 10th June</i>

ACTION COMMUNITY: Construction & Infrastructure

Two 2 co-leads in place	Asks reviewed	End of year goal agreed	Priorities for next sprint agreed	Risks, dependencies, support identified	Completed / On track
					In progress
					Not started / delayed / help needed

Asks	2025 Goal	Priorities / Approach for next Sprint
Raise awareness of the essential digital skill gap across the sector/community and opportunity to be realised through concerted action		<ul style="list-style-type: none"> Stakeholder map (contractors, software editors, construction media, awards bodies, professional bodies (CITB, CIBSE), universities/schools, health and safety, unions, TFL, Skills for Sustainable Skyline Taskforce) Priority targets for Summit – personal invites
		<ul style="list-style-type: none"> Identify channels to raise awareness, marketing plan (e.g. Apprenticeship Conference, Digital Construction Week)
		<ul style="list-style-type: none"> Contextualise toolkits/messages for different audiences, and case studies on what works (Amey) – include assessment tool
Inspire and encourage action to help people of working age to build solid digital foundations		<ul style="list-style-type: none"> Document Amey approach to engage supply chain on upskilling Develop online survey using self-assessment guide Encourage organisations to run the assessment
Work together as part of the national change programme to supercharge action on workforce digital skills in your sector		
Additional priorities	50% of Tier 1 as Charter signatories	

Charter signatory target number	By June	By Dec	Member target number	By June	By Dec
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ACTION COMMUNITY: Construction & Infrastructure

Prospects in community	Status	Charter signatory/member
Software editors		
Contractors		
MACE		
Morgan Sindall		
Laing O'Rourke		
Balfour Beatty		
Gartner		
Glenigan		

Successes so far
<ul style="list-style-type: none"> • Workstream mobilised, two meetings held • Team established
Blockers, risks or dependencies
<ul style="list-style-type: none"> • Links to Social Value • Links to SME workstream
Any points for discussion with wider community

ACTION COMMUNITY: Not in Work

Two 2 co-leads in place	Asks reviewed	End of year goal agreed	Priorities for next sprint agreed	Risks, dependencies, support identified	Completed / On track
					In progress
					Not started / delayed / help needed

Asks	2025 Goal	Priorities / Approach for next Sprint
Raise awareness of the essential digital skill gap across the sector/community and opportunity to be realised through concerted action	Define how the FutureDotNow coalition can support the government to get 2m people in work.	Collaborate with Communications teams to develop an external communications strategy. The goal is to raise awareness of the EDS gap, the charter and increase the number of signatories.
Inspire and encourage action to help people of working age to build solid digital foundations		Liaise with coalition enablers to gather insights to include in the scope for the pilot
Work together as part of the national change programme to supercharge action on workforce digital skills in your sector		
Additional priorities - Inspire and encourage employers to support and enable people not in work to join the workforce. The focus of our work will be shaping and running a pilot in a 'Not in work community' to both increase awareness of EDS and improve access to work. Our impact must be measurable.	<p>Test and learn the relationship between EDS and recruitment into employment from the out of work population.</p> <p>Based on existing evidence and research, we will run a pilot (or pilots) to intervene in a couple of places in the journey to work.</p> <p>We will focus on a discrete and measurable pathfinder community, and work:</p> <ol style="list-style-type: none"> 1 - with industry to understand how we'd generate a pull factor. 2 - in partnership with some existing pathways to work to improve awareness of and access to EDS, 3 - alongside job centres. <p>Actors: Employers, DWP (policy), out of work population.</p>	<p>Answer some key 'I wish I knew' questions to firm up the pathfinder community and actors (employers, DWP, out of work population).</p> <p>Key questions:</p> <ul style="list-style-type: none"> - Possible criteria: to select pathfinder community - industry engaged with FDN, demographic known to GTF, location key members of the workstream have access to [short analysis piece] <p>What are the upskilling interventions most needed in this community? Plan them alongside contacts in specific sectors .</p> <p>What are the drivers for unemployment? Make sure that a focus on EDS is relevant to jobs access in this pathfinder community (alongside other needs they may have)</p> <ul style="list-style-type: none"> - Firm up support needed: Who else from the coalition are we looking to engage or support us? - Through the pathways of skills there is an optimal moment to introduce EDS - we need to draw this out in the research phase.