



Voices of Place:

The Skills City

Building tomorrow's workforce

Contents

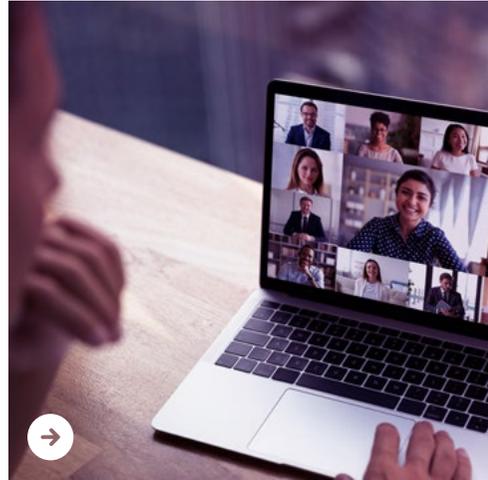
Listening to our places

03



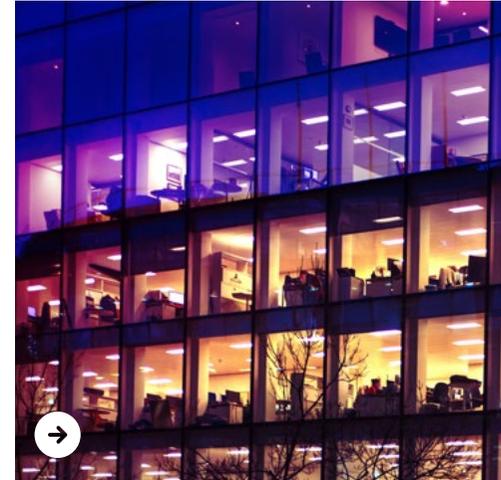
01 The big picture on skills

04



02 The skills outlook: What do we need?

05



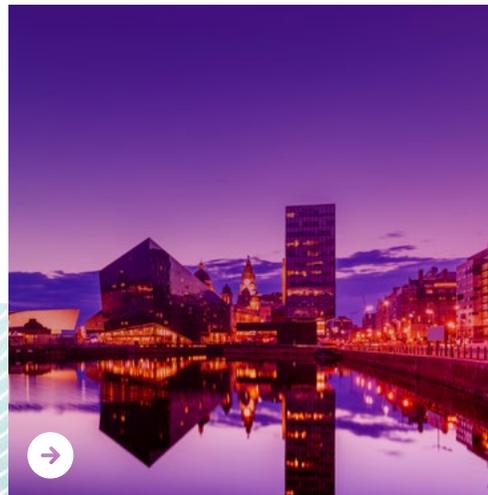
03 Skills delivery: How do we provide them?

07



04 Measuring success: How will we know we've delivered?

11



05 Action plan: Six building-blocks for success

14



Listening to our places



Chris Hearld
Head of Regions
KPMG in the UK

Is the voice of your place getting heard?

Too often, the answer is no. The attention is on the needs of big business and the global picture, or on exciting new start-ups. But what of the places in which they operate? How can organisations thrive, without robust regional economies offering markets for their products and services, and ready pools of talent?

The voice of our places is critical because their economic health affects that of the UK as a whole. Supporting their attractiveness and sustained growth is vital to the country's future. We need their perspective on the challenges they face, how to solve them, and what they need from the levelling-up agenda.

That's why we're in constant conversations with organisations throughout the UK. Through our Leaders' Circles around the country we've established an ongoing dialogue with our region's key influencers.

But we want to go further.

We want to hear local leaders' views on the most pressing issues facing our places – including skills, consumer and retail, data and digital, sustainability, connectivity and transport, and culture and tourism.

To achieve that, we've started our Voices of Place series. Through a series of workshops we're bringing together industry experts and influential leaders from across the UK's main metropolitan areas. Together, we're co-creating action plans to address the big issues.

Our first series of workshops focused on skills – a core part of the devolution agenda. It's an area where there's a real opportunity for local authorities, education providers and employers to work together.

We connected key influencers in four of the UK's major metropolitan regions: Birmingham, Glasgow, Liverpool and London. And we asked them: How can we meet the changing skills needs of employers and employees in the UK, and build the workforce of the future?

We had some significant conversations. Our participants talked openly about the need to reskill the UK's workforce in a changing world. They recognised their own roles in attaining this – and, crucially, they acknowledged the need to work together to achieve more.

This report distils the many valuable opinions and ideas expressed. And it sets out the beginnings of an action plan for developing the capabilities our cities need. It's the view from the frontline of the skills agenda: the voice of our places on this critical issue.



Together, we're co-creating action plans to address the big issues.

01 The big picture on skills

Fact: we all need to learn new skills.

We're entering the hybrid working era, and organisations must increasingly operate in the digital domain. At the same time, some of us will have to relearn a few of the people skills we haven't used in a while, as the return to the office continues. And with sectors facing contrasting futures, employees in some industries will need to reskill to find work in other parts of the economy.

In this changing climate, our discussions looked at three key aspects of the UK skills landscape.

The skills outlook



Skills needs are changing all the time and it can seem impossible to know what skills to invest in at a granular level. Looking at future trends is important but investing in training staff in multiple competencies – a more agile workforce – is another good strategy to cope with change.



Meta-skills – 'soft' skills like confidence and innovation – will be critical to people's ability to adapt to change. But they're not routinely captured by job specs, skills audits, or candidates' CVs.



Digital skills are in critically short supply in all our regions. It's a challenge that goes beyond specialist capabilities like AI, coding and data science. All employees need the ability to use the workplace tools given to them.

Skills delivery



New ways of working mean we'll need to think differently about all aspects of skills – from how we attract talent to our places to how we upskill people.



Collaboration is needed but we can't wait for government to lead. We need to create the conditions for local leadership to emerge. That could be a local business owner, a college or university leader, or an elected representative.



Understanding the meta-skills workforces offer will reduce the need to retrain individuals from scratch. Bite-sized learning offers the opportunity to top up their existing transferable skills.

Measuring success



Business leaders from every location agree that diversity and inclusion must be a priority. We need to ensure everyone has equal access to learning and the opportunity to develop their skills.



There's more to successful skills delivery than 'hard' measures like productivity. Cities also need to identify the metrics that will drive a unique sense of place.



Embracing young talent, and supporting them as they navigate a hybrid world, will be critical. Employers need to build their brands among young people and promote the development opportunities offered in their places.



02 The skills outlook: What do we need?

The skills outlook was already changing. Now, due to the pandemic, that change is accelerating. So, what are the skills that our places need to thrive?

Skills gaps: providing for the unpredictable

Job roles and skills needs are evolving. Automation will see more routine roles disappear, driving the need to reskill displaced employees so that they can fill new ones. And it will also have a profound impact on the jobs that remain. People will need to get more comfortable with technology as we move to a hybrid world, post COVID-19.

All of this raises big questions about the skills our cities will need, and how to go about delivering them. But given the pace and scale of change, it can seem difficult to predict exactly what will be required.

Skills needs are changing all the time and it can seem impossible to know what skills to invest in at a granular level. Looking at future trends is important but investing in training staff in multiple competencies – a more agile workforce – is another good strategy to cope with change.

We can use data analytics to look at future trends. But another good strategy for addressing unpredictability is to invest in an agile workforce, equipped with the flexibility to adapt as skills needs change.

Meta-skills: much needed, little recognised

An agile workforce needs transferable skills: underlying abilities such as cross-disciplinary working, entrepreneurialism, adaptability and critical thinking. That's what allows people to adapt to new roles and industries in a changing environment.

These meta-skills – sometimes called 'soft' skills – are essential in today's workplace. They enable us to collaborate effectively, make the right judgement calls, and support colleagues while doing our jobs. But they're rarely included in job adverts or descriptions, or on candidates' CVs. It's not obvious from people's qualifications what meta-skills they bring.

Businesses need to establish criteria for measuring meta-skills. Those that can map or quantify meta-skills when assessing their recruitment and reskilling requirements will find themselves in the driving seat in the race for talent.

//

We need to ensure agility of skills: the ability to adapt workers' capabilities as employers' needs change over time.

Paul Corcoran
CEO, Agent



Digital skills: the bare necessity

The future skills needs of our cities may not be entirely clear; but we can be sure that digital capabilities will be somewhere near the top of the list.

Digital skills are your entry ticket – you simply can't operate without them. But the reality is that they're in short supply. From coding and development to data analytics and AI, firms across the UK's metropolitan areas are struggling to fill their digital vacancies.

This is creating a competitive tension between London and other locations in the race for digital talent. Businesses in Glasgow, Birmingham and Liverpool say they often lose out to the bright lights – and bigger salaries – on offer in the capital.

Yet London still has a digital skills shortage to contend with. According to London First, 80% of job adverts in the city demand some level of digital know-how, but only 35% of London workers have enough.¹¹

¹¹ Central Government's role in helping London drive recovery, London First, May 2021



Candidates for digital roles come to us in Glasgow with whole lists of demands. But even if we agree to meet them, they still go elsewhere for higher salaries.

Afzal Khushi
Director, Trespass



So even if London is 'poaching' digital talent from elsewhere, the competition locally is just as intense – if not fiercer. The result is a culture of counter-offers, which can inflate starting salaries by hundreds of thousands of pounds.

The digital skills challenge goes beyond specialist capabilities, however. Firms need all employees to be able to use the apps and tools deployed in the workplace – a requirement that's increased during the pandemic.

Almost overnight, businesses rolled out solutions like Teams to huge numbers of staff to enable them to work from home. But how many employees know how to get the most from the tools at their disposal?

**At a glance: The skills outlook**

- **Job roles are changing** – and so are the skills needed to do them. Looking at future trends is important, but another good strategy is investing in an agile workforce with highly transferrable skills and abilities.
- **Meta-skills are critical to workforce agility** – but they aren't built into formal qualifications or job specifications. As a result, employees don't typically capture them when recruiting and reskilling.
- **Digital skills are vital** – but it's not just specialist tech capabilities that are in critical demand. Businesses need all staff to know how to get the most from their workplace tools.



03 Skills delivery: How do we provide them?

We're going to have to think differently to tackle the issues facing our cities.

We'll need to reconsider job roles and the abilities required to perform them. We'll need more imaginative approaches to recruitment and retention. And we'll need to change some of our assumptions about why we go to work in the first place.

We've a long way to go in this respect – a point illustrated by Neil Carberry, CEO of the Recruitment and Employment Confederation (REC). Business leaders told an REC survey that the quality of their people is the most important factor in the long-term sustainability of their firms. Yet as Neil put it, "They still recruit on a lowest-possible-cost basis."



Changing dynamics: time for a new mindset

A transformed competitive landscape for talent across our cities will demand a new perspective on skills.

Take hybrid working, for instance. The ability to work from anywhere promises to widen recruitment pools, enabling cities to attract talent from further afield. But it also heightens the risk of them losing locally developed skills to other locations.

Pay levels for in-demand roles have risen by as much as 50% in some cities, as employers try to prevent the loss of talent to London. Will the hybrid workplace exacerbate that dynamic, as employees with sought-after skills command London wages while working remotely? Or will it support the levelling-up agenda, challenging the logic behind regional pay variations like London weightings?

On a global level, changing market structures could have worrying implications for Britain's metropolitan areas. Some fear that remote working could see whole tranches of jobs go overseas, where labour costs are a fraction of UK levels.

As well as fostering competition for talent, hybrid working will demand different approaches to training and reskilling.

It's not easy to replicate the benefits of being in the same room on Zoom, Teams or Slack. When working remotely, we lose access to the informal learning we can only get by observing others in situ. It's by watching colleagues that we discover how to deal with clients, raise challenges, help co-workers and so on – those meta-skills that enable us to thrive in the workplace. What we learn while doing our jobs – by working with and observing people – has a big impact.



Investing in L&D, organisational culture, the quality of the workplace and flexible reward structures will be more important than the salaries you offer.

Nicola Turner

Head of Legacy, Birmingham 2022 Commonwealth Games



To stay competitive, businesses are being forced to look abroad for cheaper labour. From an economic standpoint, the implications of remote working are terrifying.

Sandra Inrig

Senior Portfolio Lead (People and Business), Glasgow City Region



Collaboration: achieving more together

Tackling skill shortages isn't something we can wait for government to lead. That's likely to take too long – and it may not deliver what businesses and local economies need.

There's a lot we can be doing now, without petitioning government. But we'll need to work together – as Gavin Brown, Pro-Vice Chancellor of the University of Liverpool put it: "No one organisation can do everything."



Getting firms within a sector to talk to each other about skills isn't easy. We need to think in terms of addressing skills issues across the whole industry.

Catherine McGuinness
Chair of Policy and Resources Committee,
City of London Corporation

Employers, local government agencies, local education providers and communities recognise the need to take collaboration to new levels if we're to meet future skills needs.

Many are already working together, with some success. There are plenty of initiatives where local employers and educational institutions co-operate to tackle skills shortages. And there's much to be gained from local companies talking to one another – and to peers from within their own sectors.



We can't wait for government to bring about collaboration. Business leaders need to walk the walk, by engaging with colleges and training providers.

Neil Carberry
CEO, Recruitment and
Employment Confederation

But collaboration also needs to happen on a larger scale – and it needs to be driven by business and local communities. We'll need to work across the whole skills ecosystem to identify the role of schools, colleges, universities, training providers and employers in reskilling and upskilling.

As stakeholders come together, funding will inevitably be a key question. Who will pay for collaborative initiatives? It's important to look beyond government or other external funding agencies. Is it possible, with good local leadership, to marshal the resources within a place?





The menu problem

Mark Essex

Director of Skills, KPMG in the UK

One of the big issues concerning skills delivery is what I refer to as the 'menu' problem.

Too often, employers tell me that they peruse the menu of training offered by Further Education (FE) establishments and don't find what they are looking for. So they develop their own offer since what they're after doesn't exist.

This means that businesses are devoting resources to developing training programmes – not necessarily a core area of expertise. At the same time, the FE provider is denied the revenue it could otherwise earn and that would in turn provide surplus to invest in developing future courses.

Clearly, the answer is to assess the current and future needs of local businesses and distill these into an education offer that providers can develop courses to meet – i.e.

to redesign the menu. But who does that work?

Employers, feel they have enough to do to keep their businesses running – especially given the impact of the pandemic. In any case, they aren't experts in designing qualifications. Colleges, for their part, just don't have the resources to go out and assess the market need or create offers speculatively on the basis of uncertain future demand.

The skills white paper recognises this challenge and has identified chambers of commerce and other business groups to solve the 'menu problem'. It's important work. We look forward to seeing the results from the trailblazer areas that are going to lead the way.



Agility: bite-sized top-ups

Businesses ideally want bespoke support from the education sector: "calibrated, curated skills packages, tailored to the needs of each industry," in the words of Professor Joe Yates, Pro Vice Chancellor, Faculty of Arts, Professional and Social Studies, Liverpool John Moore's University.

Local education institutions work hard to deliver that as far as possible; they're open to working with businesses to provide the skills their local economies need. Many of them engage with hundreds of companies in their area.

But understandably, they don't have the resources to support every local firm. And filling skills gaps is difficult when the landscape changes so rapidly. It takes time for colleges and universities to develop learning content. Then once it's ready, employers' needs have moved on – not least in the digital domain, where technology advances at lightspeed.

A more granular focus on meta-skills would pay dividends here. Understanding the transferrable abilities employees already have would make reskilling that much easier as people change roles and sectors. Job specs should lean more heavily on 'would-likes' (meta-skills) than 'must-haves' (job competencies).



We need a change of mindset: from 'coming to work to do a job', to 'coming to learn how to do the job'.

Henrietta Brealey

CEO, Greater Birmingham Chambers of Commerce



This is where initiatives like degree apprenticeships can fall short. They may require certain A-Levels – maths, for instance, for digital courses. Such criteria can exclude those who have the transferrable skills to do the course, but no qualifications to show it.

Shorter, more flexible training could be more effective at helping people bridge the gap to their next roles without having to start again from scratch. 'Bite-sized' courses would allow employers to top up individuals' skills, getting them ready for new roles much faster. This debate is not limited to further education. The idea of credit transfer in higher education and even a modular degree is being considered.

This bite-size approach would work particularly well in the fast-moving digital space. Most firms just want help to get the essentials right: code their algorithms, secure their networks, and get staff using their IT tools. Not every city needs a Silicon Roundabout-style digital hub.

The Institute of Coding offers a model for the future. It offers short courses in technologies like cloud, coding and data science. People can apply for the courses without any previous relevant qualifications. Tellingly, it has been inundated with tens of thousands of applications.



At a glance: Delivering the right skills

- New ways of working mean we'll need to think differently about all aspects of skills – from how we attract talent to our places to how we upskill our people.
- Collaboration is needed but we can't wait for government to lead. We need to create the conditions for local leadership to emerge. Who steps forward will vary from place to place; it could be a local business owner, a college or university leader, or an elected representative who is able co-ordinate the response to delivering the skills we need.
- Bite-sized learning offers an agile way to top up employees' skills as roles change. But it will need greater recognition of employees' existing skills to work effectively.

04 Measuring success: How will we know we've delivered?

Knowing the endgame is often the best place to start. Yet 'what does good look like?' proved the hardest question to answer across our Skills City workshops.

Hard measures like productivity will be important, but over-prioritising them comes with risks. And we need to think about the metrics that will help define a sense of place in our cities.

Ultimately, different strategies will work in different places. But it's critical that each location understands what success means – at individual and regional level – and knows how to gauge it.

Skills for all: the diversity imperative

Business leaders agreed that diversity and inclusion were vital measures of success.

The scale of the diversity challenge can't be understated. Data from London First shows that at the time of our workshops, unemployment in the capital stood at 7%. This rose to 15% among ethnic minorities, and 35% for black graduates.¹²¹

The challenge extends to gender too. Here, there's a particular challenge where STEM and digital learning are concerned. Across the cities, STEM subjects lack popularity among schoolgirls beyond the age of seven. Nicola Turner, Head of Legacy for the Birmingham 2022

Commonwealth Games, pointed out that those studying digital subjects at higher and advanced level in England are predominantly white or Asian males. This results in narrow-thinking and has led to AI being developed that exhibits the unconscious bias of its developers.

There are initiatives to redress the imbalance. Imperial College London's President Professor Alice Gast pointed to the institution's WE Innovate Programme, which aims to accelerate the progress of women entrepreneurs through targeted, tailored funding, education and mentoring. Over 350 women have been supported by the programme since its founding six years ago.

At the same time, hybrid working offers a way to bring more diverse talent into the workforce. It opens up opportunities for people whose circumstances aren't suited to conventional working patterns.

The systemic problem remains, however. We need to reframe how we think about skills and learning – which means we have a once-in-a-generation opportunity to address this challenge.

//

We need to think carefully about how we measure success. If we measure the wrong things, we'll get the wrong outcomes.

Elaine Bowker

Principal and Chief Executive,
The City of Liverpool College



//

Some elements of our society risk being excluded from access to digital learning. We need a broad-based equity of opportunity.

Andy Cliffe

CEO, Midland Expressway



¹²¹ Central Government's role in helping London drive recovery, London First, May 2021





What does good look like?

What constitutes successful skills delivery is a thorny problem to solve. The criteria proposed in our workshops ranged from the quantitative and qualitative to the outright definitive:

- Increased job satisfaction
- Higher productivity
- Greater inward investment
- Reduced local unemployment
- Supply and demand in balance across the skills spectrum
- Opportunities for all, reflecting the demographic make-up of our cities
- Employers and employees confident in articulating their learning needs
- Region held up as an international benchmark
- Not having the same conversation in five years' time.



Everything we do to promote skills in our metropolitan areas must start with the question: *why here?*

Suzy Verma
Head of Business Development,
Midlands, HSBC UK



I hope to see firms use the office more purposefully in the future. Hybrid working is an opportunity to bring in talent for whom the 9-5 working week isn't suitable.

Catherine McGuinness
Chair of Policy and Resources Committee,
City of London Corporation



Perception is success: forging a sense of place

Productivity is – quite rightly – a priority for businesses. But if it's the only measure of success for our skills strategies, then firms could simply look overseas to where labour is cheapest.

We also need to recognise metrics that will help us strengthen that all-important sense of place. Aiming to improve employment rates and wellbeing, and reduce poverty, could help cement a perception that a location is worth investing in.

Ultimately, different cities and industries will need to adopt different strategies and success criteria. Lifting and shifting what works in one context won't always work in another. "There is no one-size-fits-all approach," said Hazel Gulliver, Director of Engagement at ScottishPower.

As they formulate their strategies, cities should focus on what they're famous for. They'll need to identify their unique selling-points and communicate them to the wider world.

For Birmingham and the Midlands, for instance, that might be the region's thriving tech sector and its young workforce demographic. Or it might be landmark developments and events such as HS2 and the 2022 Commonwealth Games.

Promoting these advantages will help drive the sense of a vibrant, thriving location. And that image can in itself attract investment and talent.

For example, HSBC moving its headquarters to Birmingham began a virtuous cycle, with Goldman Sachs and BT soon following suit. Similarly, Dundee is home to flourishing biomedical and creative industries. It now also boasts the V&A Design Museum and has signed an agreement to bring the Eden Project to the city.

Businesses and educational institutions can play a role in forging this sense of place. They have an opportunity to support the development of talent in the cities where they operate, by using local suppliers, and encouraging them to recruit and train locally. It's an obligation they could include in their procurement criteria.

A sense of place is important not just at a regional level, but also to the individuals who live and work in our cities.

People need to feel they can build a network of connections locally, which will help them throughout their careers. This 'stickiness of place' will encourage them to stay in the cities where they learn and develop their skills.

Tomorrow's talent: helping younger workers build social capital

Forging those networks will be more difficult for younger workers in a hybrid environment, where they will have less face-to-face time with their colleagues. If we're serious about embracing diversity, then we'll need to put in place structures that enable younger generations to build up social capital in the workplace.

At an industry level, employers have an opportunity to promote themselves to young people as being in sectors where individuals can develop and thrive.

Their recruitment strategies will need to include a sales-focused message to that effect. For example, sectors like hospitality – where dealing with the public is part of the job – are ideally placed to sell themselves as a route to gain crucial meta-skills.

But industries like financial and professional services face a different challenge. Children don't typically leave school with the specialist skills these sectors require. So they need to build their brands among younger generations as early as possible.

Data science has a role to play in helping sectors promote their benefits to young people. We can map the career paths employees tend to take in certain industries: for example, heads of creative agencies often start out as graphic designers.

That creates a powerful message: 'look how far people with your skills can go'. In a similar way, success stories from within the same sector, educational institution or study course can have a big impact.



Imagine the effect of telling students that people on their course ended up working on the Cassini probe.

Alice Gast
President, Imperial College London



Many children will not be aware of the exciting careers available in investment banking and financial services more broadly. So we have to work hard to promote the opportunities we offer to young people.

Mike Blyth
Head of Corporate Services, Morgan Stanley

**At a glance: Measuring success**

- Business leaders agree that diversity and inclusion are must haves. As we rethink the skills we need in our places, we need to take the opportunity to deliver equal access to learning and development.
- Success metrics need to be more than a race to the top. Productivity is important, but we should also consider what measures will drive a positive perception of our cities – such as low unemployment and resident satisfaction.
- Ultimately, forging a sense of place is what will drive success, by creating a virtuous cycle of investment, and drawing talent to a location.



05 Action plan: Six building-blocks for success

Listening to the voices of place is vital; but it will achieve nothing if we don't act on what we hear.

We've distilled the opinions, suggestions and actions that came out of our Skills City workshops into a six-point delivery plan. It's time for all stakeholders – business, government, education and communities – to come together to address the skills issues facing our places and develop the workforce of tomorrow. It's going to take a shared vision and clear collaborative leadership if we're going to build the skills cities we need.



01 Think skills, not roles

Identify what you really need from your people and think in a new way about where you could find those skills. Look for opportunities to top up individuals' existing abilities. Employers and local education providers will need to work together and come up with imaginative solutions.



02 Forge your sense of place

Differentiating places based on their unique offering and economic strengths will be crucial (even in a hybrid world). But a place isn't only defined by what makes it unique. Every city has thriving healthcare, construction and hospitality industries, which all want their skills needs to be met. Think about how what you provide will serve the local community.



03 Promote the skills you need

Make sure your message is particularly visible in schools, colleges and universities, and across training providers – including those supporting people considering a career change.



04 Show your 'soft' side

Equip your workforce with highly transferrable meta-skills to ensure that people are ready to adapt to a changing market. For younger workers, developing meta-skills will be harder in a hybrid world. Demonstrating how you'll help them strengthen their transferable soft skills will be a strong differentiator in a seller's market.



05 Prioritise digital

No business can operate without cyber security, online channels or remote working technology. But people with skills in these areas are in ever shorter supply. Consider how your city can become more self-sufficient, so that you don't have to rely on importing digital capabilities.



06 Keep learning bite-size

There's going to be a big focus on reskilling. Offering short, bite-size courses will enable people to bridge the skills gap to a new role without having to start from scratch. It recognises their relevant existing skills and focuses on those that are missing.



Acknowledgements

We'd like to say thank you to the following contributors to our report.

Afzal Khushi

Trespass

Alice Gast

Imperial College London

Andrew Malcolm

The Malcolm Group

Andy Cliffe

Midland Expressway

Averil Wilson

Apex Hotels

Catherine McGuinness

City of London Corporation

Chris Kettle

NatWest Group

David Lutton

London First

Elaine Bowker

The City of Liverpool College

Gavin Brown

University of Liverpool

Hazel Gulliver

ScottishPower

Henrietta Brealey

Greater Birmingham
Chambers of Commerce

Janet Coyle

London and Partners

Joanna Tasker

Tech London Advocates

Joe Yates

Liverpool John
Moores University

Mark Lawler

Baltic Creative CIC

Mark Smith

Aston University

Mike Blyth

Morgan Stanley

Mike McNally

Glasgow City Council

Neil Carberry

Recruitment and
Employment Confederation

Nicola Turner

Birmingham 2022
Commonwealth Games

Paul Cherpeau

Liverpool Chamber of Commerce

Paul Corcoran

Agent

Richard Whitwell

Lloyds Development Capital Limited

Rob Tabb

Liverpool City Region CA

Sandra Inrig

Glasgow City Region

Suzy Verma

HSBC UK

Tom Heylan

DLA Piper

About the series: Voices of Place

What happens in our regional economies affects the prosperity of the UK as a whole. That's why it's important that we make sure the voices of our places are heard. Through our Voices of Place series we're enabling that to happen. We'll be connecting key influencers and leaders from across the UK's main metropolitan areas. Together, we'll be tackling some of the biggest issues facing our places – from digital transformation to climate change. And we'll be co-creating action plans to set us on the path to growth.

To be released in 2021

Available now



Autumn release



To be released in 2022



Contacts

Anna Purchas

Office Senior Partner - London
KPMG in the UK

E: anna.purchas@kpmg.co.uk

James Kergon

Office Senior Partner - Glasgow
KPMG in the UK

E: james.kergon@kpmg.co.uk

Jennifer Lee

Office Senior Partner - Liverpool
KPMG in the UK

E: jennifer.lee1@kpmg.co.uk

Steve Hickman

Partner - Birmingham
KPMG in the UK

E: steve.hickman@kpmg.co.uk

kpmg.co.uk

© 2021 KPMG LLP, a UK limited liability partnership and a member firm of the KPMG global organisation of independent member firms affiliated with KPMG International Limited, a private English company limited by guarantee. All rights reserved.

The KPMG name and logo are trademarks used under license by the independent member firms of the KPMG global organisation.

The information contained herein is of a general nature and is not intended to address the circumstances of any particular individual or entity. Although we endeavour to provide accurate and timely information, there can be no guarantee that such information is accurate as of the date it is received or that it will continue to be accurate in the future. No one should act on such information without appropriate professional advice after a thorough examination of the particular situation.

CREATE. | July 2021 | CRT135596A