



GET LONDON WORKING PLAN



LONDON
GROWTH PLAN

MAYOR OF LONDON







Above: Helping job seekers in Kingston as part of the Trailblazer programme.

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Foreword

London is a city of immense talent and untapped potential. Yet too many Londoners struggle to build a good life through work, held back from fulfilling their potential by barriers such as poor health, fragmented services, and deep-rooted inequalities that limit their opportunities.

This **Get London Working plan** is our shared commitment to change that. It brings together partners across the capital — the National Health Service, including Integrated Care Boards, Jobcentre Plus, London Councils, local authorities, Sub-Regional Partnerships and the Greater London Authority — to build a truly integrated system of support. One that connects skills, employment, careers and health services around the needs of Londoners, helping more people into good jobs and better lives.

This document should be read alongside the **Inclusive Talent Strategy**, as part of a bold new workforce plan for London to ensure all Londoners can benefit from growth, and a key milestone action of the **London Growth Plan**. While the Strategy sets out the systemic changes needed to create joined-up services that work better for people, employers and services alike, this plan sets out the practical actions to implement this vision over the next 12 to 24 months. Together, we are building a system that is more responsive, inclusive and effective.

Our approach reflects the principles of the **Get Britain Working White Paper**: tackling economic inactivity, improving health outcomes and unlocking the full potential of our communities.

It also supports the London Growth Plan's wider goals — to raise productivity, reduce poverty and ensure London remains a global capital of opportunity.

This is just the beginning. The partnerships forged through this **Get London Working** plan will continue to evolve — thus creating new pathways into work, improving wellbeing, and driving inclusive growth across the capital.

We are proud to stand together in making this ambitious and necessary vision a reality for all Londoners.

Howard Dawber OBE – Deputy Mayor for Business and Growth

Councillor Peter Mason – Leader London Borough of Ealing; London Councils Executive Member for Planning and Skills

Michael Morley OBE – Group Director – London, Jobs and Careers Service, Operations, Department for Work and Pensions

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1. Introduction

The Get London Working (GLW) plan sets out London's whole-system approach to tackling economic inactivity and ensuring that every Londoner can access and progress in good work. It is our local approach to progressing the ambitions set out in the government's Get Britain Working (GBW) White Paper.^{1,2}

It is part of a suite of documents that together make up London's workforce plan (see Box A). They provide a vital early step to delivering London's Growth Plan.

Box A – London's workforce plan: a three-part framework

The Inclusive Talent Strategy (ITS) has been co-created by the Greater London Authority (GLA) and London Councils in collaboration with organisations and communities across London.

There is already extensive work happening in London to improve our approach to talent, and we have worked closely with partners across this space to bring together expertise and set out a shared vision for the city. This includes insights from engagement with Further and Higher Education, employment support providers, health partners, Trade Unions, community organisations, boroughs, businesses and industry organisations.

It is intended to be a reference point for the future of talent, training, employment, and skills in London by setting out a shared vision for all services involved and establishing system-wide priorities.

The strategy is built on foundations of good work and innovation already in place across London. Case studies provided throughout the workforce

plan give examples of these; the job of the ITS is to make these commonplace across the whole of London.

There are two other documents that, together with the Inclusive Talent Strategy, make up London's workforce plan.

• **The Get London Working (GLW) plan –** The GLW plan is London's formal response to the Get Britain Working White Paper, developed through a partnership of the GLA, London Councils, Jobcentre Plus (JCP) and existing London NHS partnerships, and by working closely with Sub-Regional Partnerships³ (SRPs), to support the government's target of an 80 per cent employment rate.

A key element of this is the next phase of London's Get Britain Working Economic Inactivity and Youth Guarantee Trailblazers. These initiatives will also inform the design and implementation of a new Jobs and Careers Service in London, as well as the delivery of a London Youth Guarantee.⁴



• **Local Skills Improvement Plan (LSIP)** –

The current LSIP was published in 2023 and focuses on identifying and responding to priority skills needs, as defined by employers. It identifies actions for employers, skills providers, and the GLA.

Skills providers have a statutory duty to reflect LSIP recommendations in their curriculum planning. A refreshed London LSIP will be published in summer 2026, covering three years. It will be developed in partnership by the GLA and BusinessLDN; ensuring it aligns with the priorities set out in the London Growth Plan and with annexes that present more localised information in London's four sub-regions

Underpinning the Strategy and plans is an evidence base for London – setting out the current skills and labour market landscape, including key themes in London's skills and employment system, opportunities to improve Londoner's access to work and skills, and evidence on the shift towards fair, inclusive and high-quality employment. It also covers how we will track key skills and employment indicators so that we can keep these plans responsive to London's dynamic labour market and target interventions that drive inclusive economic growth and reduce inequalities. This evidence base has been critical in developing actions that will have the most impact.

Both the GLW plan and the ITS aim to support the following targets:

• **Increase London's employment rate to 80 per cent among working-age adults:**

this is a long-term ambition, shared with the UK government (set out in the GBW White Paper). In London, it would strengthen the economy, reduce inequality, and unlock opportunities for underrepresented groups. Moreover, it supports inclusive growth, boosts public finances, and helps businesses meet skills demands – positioning London as a globally competitive and resilient city.

• **Raise the real household weekly income (after housing costs) of the lowest earning 20 per cent of Londoners by 20 per cent by 2035:**

this is key to tackling inequality and driving inclusive growth. It helps households under the greatest financial pressure access essentials such as housing, healthcare, and education, while boosting local spending, supporting small businesses, and reducing reliance on public services

in London. This goal strengthens both individual opportunity and London's overall economic resilience.

What is the GLW plan

The GLW plan sets out how we will progress our ambition to better integrate London's fragmented skills, employment, health and careers services. By getting these services to work together – to better coordinate and collaborate – the system will be less complex, less duplicative, more holistic and more responsive to the needs of Londoners and employers.

A more integrated skills, employment, health and careers system will improve the experience of both Londoners and employers. For Londoners, it means accessing a broad package of support – from careers advice and digital training to health services and job matching – through a single entry point rather than multiple, disconnected services. It also ensures that those facing challenges to stay in work,



such as health conditions or caring responsibilities, can get the right help to remain in their role or to reskill and take up new opportunities. For employers, it means clearer routes to building the diverse, skilled workforce they need to thrive.

Development and delivery of the GLW plan

The GLW plan has been co-developed by the GLA, London Councils, JCP London and representatives of London's existing London NHS partnerships⁵, with input from London's SRPs. It has been informed by extensive stakeholder engagement that took place as part of the London Growth Plan process, and specifically for developing the ITS and GLW plan. This included an online consultation to which over 80 organisations responded to; borough and sub-regional engagement; sector-specific workshops; webinars led by senior political leaders; and a Talk London survey to gather the thoughts of Londoners themselves. This plan incorporates the findings of the Equalities Impact Assessment, and in its development steps have been taken to address and mitigate any identified impacts, in line with our duties under equalities legislation.

Engagement has captured the views of a broad range of organisations representing the diversity of the partners in London working on this agenda: employers; voluntary, community and social enterprise (VCSE) organisations; further and higher education institutions; anchor institutions; London NHS partnerships; local authorities; regional public health and SRPs. Ongoing engagement will continue through the representatives that will be part of the governance for the plan's implementation. These partners will continue to shape the development of the plan and also monitor delivery and outcomes.

Delivering an integrated skills, employment, health and careers system will require stronger collaboration between the GLA, London Councils and local authorities, SRPs, JCP, the NHS and other partners. It means working together to rethink how we commission support; how our services currently operate and interact, how we measure success, and how we can ensure what we are doing works for and with Londoners and the employers. This plan is aimed at stakeholders and organisations working within London's skills, employment, careers and health services and wider support system. It seeks to give them an understanding of the current labour market context and to set out an agreed strategic approach for change. It explains how we will move this forward, building on current opportunities – such as the GBW Trailblazers programme, WorkWell Partnership Pilots, and the Connect to Work programmes – while preparing for forthcoming opportunities for skills and employment support. These include London's new Neighbourhood Health Services; and the delivery of national interventions such as Pathways to Work, implementation of the Youth Guarantee, and the development of a new Jobs and Careers service.



Residents learning at Camden College.

2. The London picture

Overview

London is home to the UK's largest and most complex labour market, spanning 32 boroughs and the City of London. With over 6.6m working-age residents, the capital is a hub of diversity, innovation and economic dynamism.

London is a global hub for finance, technology, creative industries, life sciences, education, and cultural activity, attracting talent from across the UK and abroad. The city has a highly diverse workforce; world-class further and higher education institutions; and strong employer demand in growth sectors such as health, social care, digital, and construction (including green construction). Londoners are our greatest assets, and those that grew up in London are coming through the country's highest performing primary and secondary schools. This economic strength underpins the city's global reputation and fuels its prosperity.

Yet alongside its strengths, London faces deep-rooted inequalities that limit opportunity for many and hold back inclusive growth. London has the highest unemployment rate of any UK region and the highest levels of youth unemployment in the country. Around 1.3m Londoners of working age are economically inactive, which is about 20.1% of London's population. The government's GBW ambition sets a national target of increasing the employment rate to 80 per cent, partly by reducing economic inactivity. What we do in London is central to this ambition: given the size of the capital, progress in London will make a significant contribution to national performance.

London has one of the most dynamic labour markets in the world. Talent is consistently ranked as one of the top reasons businesses choose to base themselves here. We are confident in our strengths, but we know there are some stubborn challenges that we need to address and that requires tailored approaches. Below is a summary of key issues and challenges relevant to this plan. Further information is available in the **GLW and ITS evidence base**, published alongside this plan (see chapters 1 and 3 in particular).

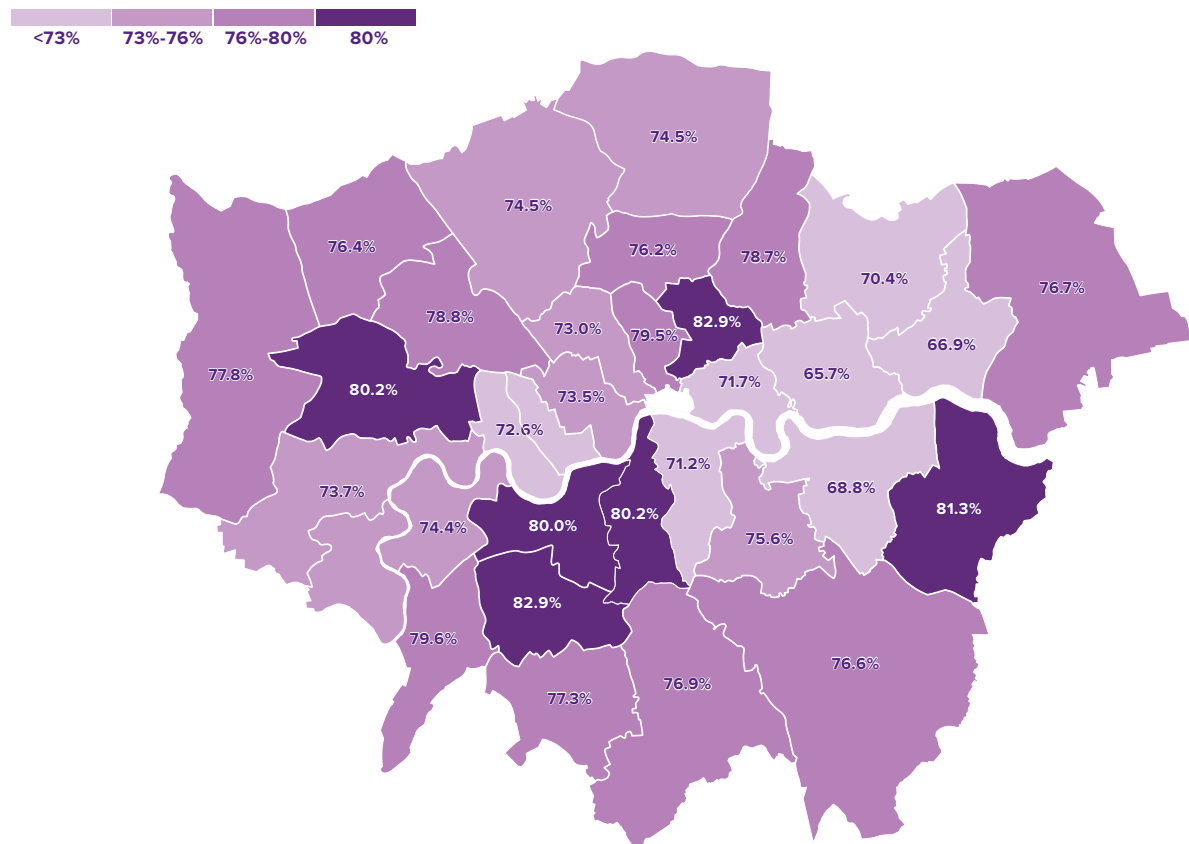
London's labour market

In June 2025, 4.9m people were in employment in London, equivalent to an employment rate of 75 per cent.⁶ Yet London is a diverse region made up of 33 local authorities – each with their own unique labour market features. In 2025, six London boroughs had employment rates on or above the government's 80 per cent employment rate target (see Figure 1).⁷

Significant disparities in employment, unemployment, and inactivity rates also persist along lines of gender, ethnicity and disability.

Persistent economic inactivity in London is driven by a range of factors, including long-term sickness; caring responsibilities; low skills; and structural barriers such as high childcare costs and housing instability.



Figure 1: Employment rate (16-64) by London local authority, April 2024 – March 2025

Map data: © Crown copyright and database right 2018. Created with Datawrapper.

Source: ONS, Annual Population Survey, 2025

Note: Due to data issues surrounding the Labour Force Survey some caution should be used when interpreting statistics beyond the headline London level.

These challenges disproportionately affect certain groups, such as disabled Londoners; those with long-term health conditions; neurodiverse Londoners; unpaid carers; young people not in education, employment or training (NEET); and people over 50. The prevalence and impact of these issues vary across the capital.

These inequalities underscore the need for targeted, inclusive interventions. These inequalities are examined in detail within the [supporting evidence base](#).

A substantial proportion of Londoners who are out of work, want to work – this includes 250,000 people who are

economically inactive. Their potential remains underused, representing an important opportunity to better connect Londoners with meaningful employment. Economically inactive people are those of working age who are neither employed nor actively seeking work, unlike unemployed people, who are not working but are looking for a job. To meet the government's target of 80 per cent employment, London would need around 327,000 more working-age residents in jobs - a number that exceeds the total currently unemployed. This shows that we need to engage Londoners beyond those who are unemployed, and support Londoners who are economically inactive and want to work.⁸



Barriers to employment

London's labour market is not immune to labour market supply-and-demand challenges. Understanding and addressing the barriers to employment faced by Londoners is crucial to unlocking the full potential of London's workforce.

This plan's supporting evidence base highlights several significant barriers, such as:

• Skills mismatches

– **Essential skills needs:** many individuals lack proficiency in core areas such as English, literacy, numeracy, and digital skills. This limits their ability to access and sustain employment.

– **Skills gaps and shortages:** in the context that workforce proficiency⁹ remains uneven in certain areas, employers across sectors report difficulty finding candidates with the right skills, contributing to unfilled vacancies and reduced productivity.

• Structural barriers

– **Childcare costs:** The high cost and limited availability of childcare services create barriers for parents and carers, particularly women, seeking to enter or remain in the workforce.

– **Transport accessibility:** variability in transport infrastructure across London, especially in outer London boroughs, restricts access to employment opportunities and contributes to geographic inequality.

– **Housing insecurity and affordability:** rising housing costs and the growing reliance on temporary accommodation undermine financial stability and make it harder for individuals to maintain consistent employment.

– **Labour market discrimination:** bias and unequal treatment continue to affect hiring practices and career progression for some.

– **Access to flexible and quality work:** a lack of flexible, secure, and well-paid job opportunities prevents many Londoners from finding employment that aligns with their personal circumstances and aspirations.

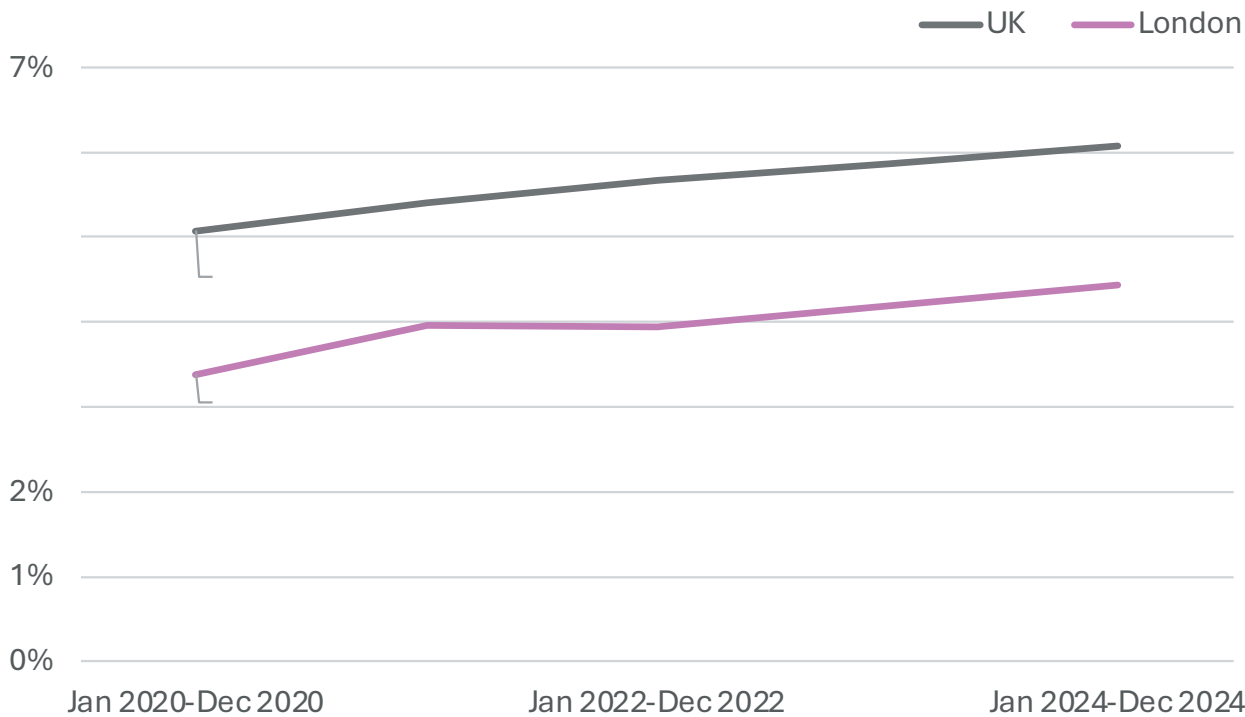
• Health and wellbeing

– **Poor health and long-term conditions:** While 66 per cent of people with physical or mental long-term health conditions are in work, a significant proportion remain unemployed or underemployed due to limited access to suitable roles and workplace support. Furthermore, around 280,000 Londoners were economically inactive due to long-term sickness (4.4 per cent of London's population) – a figure that has been rising since 2020 (see Figure 2).



Mechanics students showcasing their new skills to the Skills Taskforce.

Figure 2: Share of population who are economic inactivity due to long-term sickness rate (16-64), London and UK, January 2020 – December 2024.



Source: ONS, Annual Population Survey, 2020 to 2024

Effectively addressing these barriers is fundamental to enabling progress toward our ambitious target of an 80 per cent employment rate and increasing access to good work. It also plays a critical role in driving forward London’s broader productivity objectives and economic resilience.

These issues directly inform the approach we are taking in London.



3. Skills, employment, careers and health support in London: the current system

This section provides an overview of London's skills, employment, careers and health system at present. It reflects on the current offer, how the system works together, and the gaps – including what navigating the system feels like for Londoners and for employers.

Box B – The London work and health landscape (see Figure 3)

London's governance and delivery landscape is large and complex. It includes:

A: A mayoral strategic authority – the Greater London Authority has delegated powers over adult skills, manages major employment, careers and integration programmes, and works with partners to set the strategic direction for the system across the capital.

B: 33 local authorities (covering 32 boroughs and the City of London Corporation). They come together collectively through London Councils, and play a pivotal role in delivering local employment and skills services, often integrated with housing, health and welfare. Their public health teams come together through the Association of Directors of Public Health (ADPH) London, and adult social services through the Association of Directors of Social Services (ADASS).

C: Four Sub-Regional Partnerships (Central London Forward, Local London, South London Partnership and West London Alliance) which support the shared ambitions of boroughs within each sub-region. They bring together local authorities, businesses and communities, and play a key role in coordinating skills, careers, and employment provision at scale.

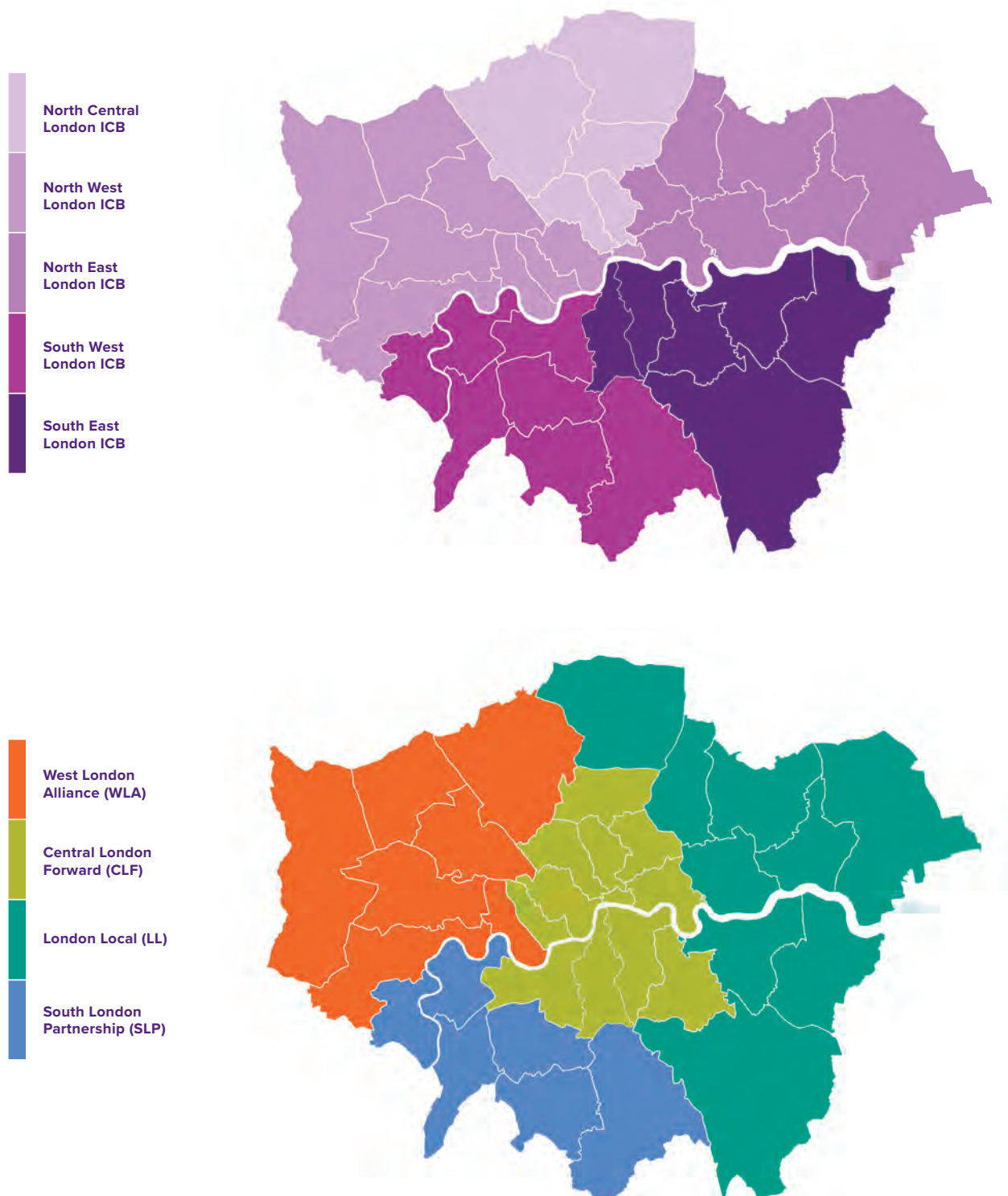
D: Integrated Care Systems (North Central London, North West London – which are soon to combine to become the country's largest; South East London, South West London, and North East London), each bring boroughs together to plan and deliver health and care services. These footprints do not align with the Sub-Regional Partnerships, adding complexity to system coordination.

E: NHS England London and Office for Health Improvement and Disparities (OHID) London, which provide regional health leadership, ensuring consistency in delivery and driving integration between health, prevention, and employment support.

F: London Jobcentre Plus with a current network of 49 jobcentres. JCP is the largest single employment support infrastructure in the city, offering direct support to people claiming benefits, specialist services for groups such as young people, disabled people and prison leavers, and links to national employment programmes.

G: VCSE and third sector providers – While not a formal layer of governance, VCSE and third sector organisations are a vital part of London's work and health landscape. They bring trusted, community-based reach into groups who are often furthest from the labour market, offer culturally competent and person-centred support, and play a bridging role between statutory services and local communities.

Figure 3: London maps showing the geographies of different partners, correct as of October 2025.



More information on the current delivery landscape in London can be found in Annex A.



Core programmes across London

Across London, several large-scale national and devolved programmes are already in place to support residents into work and skills:

Restart	Connect to Work	Adult Skills
The national flagship employment programme (mandatory) • Focus: Support for people unemployed for over six months • Delivery: – By contracted providers but closely coordinated with Jobcentre Plus. – In London it is delivered through two Contract Package Areas: Central and West London (Ingeus UK Limited) and South and East London (Maximus UK Services). • Approach: It provides tailored employability support, job search, and training, and is the largest commissioned employment support programme operating in the capital • Funding: Providers deliver around £127m of support per annum.	Connect to Work is a new programme under the Government's Get Britain Working Strategy (voluntary) • Focus: to help disabled people, people with long-term health conditions, and others facing greater labour market disadvantages. • Delivery: by London's four Sub-Regional Partnerships • Approach: – a high-fidelity Supported Employment programme, connecting work, health and skills support across all of England and Wales. – Residents can self-refer or be referred by health services or local authorities. • Funding: SRPs deliver around £54m of support per annum.	Adult skills provision – through the Adult Skills Fund, Free Courses for Jobs, and Skills Bootcamps for Londoners • Focus: This supports residents aged 19+ to improve their English, maths, digital and vocational skills, to access pathways into growth sectors and to access retraining and progression opportunities. • Delivery: through a network of colleges, local authority adult community learning services, and independent training providers spread across all boroughs, many of which act as anchor institutions in their communities. • Approach: These providers also increasingly link training with wrap-around support, making them well-placed to play a stronger role in an integrated employment and skills system • Funding: GLA delivers around £370m of delegated adult skills support per annum.



Integration pilots

Alongside these core programmes, key partners across London are piloting new approaches to improve service responsiveness and effectiveness through improved collaboration:

- **GBW Economic Inactivity and Youth Guarantee Trailblazers** – Launched in spring 2025 and funded by the Department for Work and Pensions (DWP), these pilots are being delivered by the GLA, London Councils and SRPs in partnership with local authorities, JCP, NHS partners and VCSE organisations. They are testing how to align existing provision across work, health, skills and youth; and finding new ways to engage both **economically inactive** Londoners and how to deliver the government's Youth Guarantee – supporting **young people** who are NEET. Delivery spans all four SRP areas, with pilots tailored to local contexts (for example: musculoskeletal health models in West London; self-referral tools in South London; one-to-one support for care leavers in Central London; and targeted support for women, carers and disabled people in Local London).

- **No Wrong Door** – A Mayor of London initiative launched in 2022 in partnership with London Councils, delivering four **sub-regional Integration Hubs** (Central, West, South and East London). These hubs bring together providers across skills, employment, health, and careers to improve referrals, reduce duplication and create a more integrated approach to support.

- **WorkWell Partnership Pilots** – Health-led pilots testing integrated health and employment support, including work and health coaches in GP practices and wraparound health pathways. In London, WorkWell is currently being delivered in two London Integrated Care Board (ICB) areas - North Central London and North West London.



Young Londoner attends workshop.

Assessing the current system: Challenges and opportunities

The programmes and pilots described above and in Annex A demonstrate the scale and innovation already present in London's skills, employment, careers and health system. They demonstrate the partners' commitment to test new ways of joining up provision to reach those furthest from the labour market. But they also highlight the underlying issues that must be addressed if employment support in London is to be more coherent, consistent, and person-centered.

While London benefits from strong institutions, devolved powers, and a track record of collaboration and delivery, the system as a whole remains fragmented and difficult to navigate. Services are commissioned and delivered across multiple geographies, governed by different accountability structures. They are often designed around funding streams rather than people. This can leave Londoners and employers facing a patchwork of provision that is inconsistent in quality and coverage.

This section assesses how well the current system is working. It draws on insights from independent research and the feedback gained from partners, employers, and Londoners themselves through our engagement and consultation process.¹⁰ It identifies the strengths to build on; the challenges that need to be addressed; and the opportunities for change as London works towards a more integrated and person-centred approach. At its core, four pressing challenges and opportunities stand out:

- building trust and providing personalised support;
- offering better in-work support to help people stay in jobs;
- addressing wider barriers such as childcare, housing, and transport;
- tackling persistent inequalities, particularly for disabled Londoners and disadvantaged groups.

System challenges

Fragmentation arises from multiple commissioners and geographies. National programmes such as Restart are contracted at a regional level; and boroughs design and fund their own services (often in collaboration, to overcome this fragmentation and address gaps in provision for their communities). At the same time, programmes such as the GBW Trailblazers and WorkWell are delivered across yet another set of boundaries (SRP or ICB level – as set out above). These overlapping footprints make it difficult to provide a consistent offer and can create a postcode lottery, or duplication, in support. There is a lack of integration between digital resources – leading to inefficient referrals and duplication of information for participants.



Funding adds further complexity. Short-term, competitive funding cycles and uncertainty over future resources undermine stability and long-term planning. For example, many borough employment services currently rely on the UK Shared Prosperity Fund (UKSPF) to fund a good proportion of their services. However, it is unclear whether boroughs will receive future long-term replacement funding through the new Local Growth Fund when UKSPF runs out in March 2026 (see annex A for further information).¹¹

Commissioning can also encourage competition rather than collaboration. Providers are often incentivised to secure their own outcomes, rather than work across boundaries. This is burdensome for frontline referrers such as GPs, who may be approached by several providers offering similar programmes. Misaligned incentives between work, health, and skills systems discourage joint working.

The national model creates tensions too. JCP delivers services at scale and provides vital statutory support, but it is accountable to national priorities and commissioning cycles. This can limit responsiveness to London's diverse local needs and constrain innovation.

Finally, there is still insufficient integration between skills, employment and careers support. Too often, residents complete training without clear pathways into work; or employment services cannot connect people to the right upskilling opportunities. Better alignment – for example by further embedding careers advice and job brokerage alongside training – could improve outcomes for Londoners and raise public sector productivity by freeing up professionals to focus on delivery rather than navigating fragmentation.

Londoners' perspective

For many Londoners, the system feels inconsistent, fragmented, and difficult to navigate. The availability and quality of support is uneven across London, so outcomes depend heavily on local provision rather than consistent access based on need. Some residents can access local integrated hubs in boroughs, where employment, health, and advice services are joined up; but others face limited or no provision.¹²

Barriers also extend far beyond employment support. Housing insecurity, childcare, transport costs, and mental and physical health challenges all impact Londoners' ability to access and sustain good work. Access to healthcare diagnosis and treatment is not always timely; and those uncertainties can add to a person's anxiety. Support that does not take these factors into account risks being ineffective.

Disabled Londoners face particular challenges. They are underrepresented in the labour market and encounter structural barriers, including inaccessible recruitment practices, lack of workplace adjustments and limited employer confidence. The system has not yet provided consistent, person-centred pathways to address these barriers and support people with disabilities into sustainable employment.

Londoners also value trusted, personalised support. VCSE organisations often provide this, offering wraparound help that addresses both employment and wider needs; and they are often seen as more approachable and trusted than statutory services. But these services are unevenly distributed; often depend on short-term funding; can be narrow in their remit; and experience challenges linking up with other providers.



For Londoners, the system needs to be easier to navigate; more consistent across geographies, and built around trusted, person-centred support that addresses wider barriers and tackles inequalities, particularly for disabled people and disadvantaged groups.

Employers' perspective

Employers face many of the same challenges as Londoners: the system is difficult to navigate. Employers often receive multiple, uncoordinated approaches from providers, leading to duplication and confusion.

A 2024 DWP survey found only 9 per cent of employers currently employed someone through a government scheme; and 79 per cent reported no contact with or information from DWP that year.¹³ This highlights low engagement with national programmes and a need for clearer routes into London's talent system.

As set out in the Inclusive Talent Strategy, London partners are beginning to tackle these challenges through new initiatives such as Sector Talent Boards; new pan-London Sector Skills Hubs; and local integration hubs. These initiatives are designed to better coordinate existing borough-led and pan-London employer engagement and improve inclusive practice.¹⁴ But more needs to be done to ensure employers see a coherent, accessible system that helps them recruit inclusively and meet skills needs.

For employers, the system needs to provide clear routes to accessing talent, including through schools; coordinated approaches across providers, and strengthened support to embed inclusive recruitment and workforce practices.

Conclusion

London's system is evolving, with promising integration pilots and strong commitment from partners. But challenges of fragmentation, inconsistent provision, and misaligned incentives remain. Employers find it hard to engage, and Londoners face barriers that the current system cannot fully address.

The opportunity is clear: build on London's strong foundations to create a system that is more joined-up, trusted, and responsive, one that coordinates support around shared outcomes, helps employers recruit inclusively, and ensures all Londoners can access the skills and opportunities they need to thrive.



East Summer School 2025, Queen Elizabeth Olympic Park copyright Rahil Ahmad.

4. Delivering change through collaboration

The previous sections summarise London's labour market and the current skills, employment, careers and health system. They reflect on key challenges from the perspective of employers, Londoners, and the system itself. They also highlight the many assets and opportunities across our city – within skills, employment and health partners; our vibrant labour market; our VCSE and the skills and potential of Londoners. These provide the firm foundations on which this plan builds.

In this section, we look forward – setting out our shared work programme for London and highlighting the opportunities on the horizon and the levers available to progress our ambition for a more integrated system. This means a system that enables more Londoners to access the support they need to stay in, progress in or move into good-quality work; and helps more employers to find and retain skilled employees. While London's size and complexity make this a formidable challenge, we can build on a strong record of collaboration and many examples of successful integration already underway across the city.

Horizon scanning

There are new and emerging opportunities on the horizon for London's skills, employment, careers and health services to work together – using individual levers to create an improved system and services that meet the needs of Londoners. These include the following:

- **The new Jobs and Careers Service** – to be delivered by the end of this parliament. The establishment of this new service – which will include the current National Careers Service offer in England – will be informed by the Pathfinders being put in place across the country, and by existing programmes. It will allow for a more consistent employment, skills and careers support offer to be available for all adults in London who are looking to enter work or progress in their careers.
- **Pathways to Work** – a major welfare reform initiative set out in the GBW White Paper. Its aim is to reshape health and disability benefits and provide more personalised employment and health support for people with work-limiting conditions or disabilities. The programme focuses on improving access to work, reforming benefit structures, and supporting employers to make work more inclusive, building on the recommendations made in the Keep Britain Working Review (expected to be published October 2025).
- **A new Integrated Settlement for London from April 2026** – the Mayor will explore opportunities to better integrate skills and employment programmes; having a three-year settlement will allow for longer term planning for this. This will enable a more joined-up system that responds to the needs of Londoners and employers, and builds on the strengths of existing initiatives.
- **Implementation of the NHS 10-year plan.** Published in 2025, this plan shifts focus from hospitals to community care, from treatment to prevention; and from analogue to digital. It creates clear opportunities to link health and employment, with ICBs expected to set outcome targets for reducing economic inactivity and unemployment. The development of **Neighbourhood Health Services** (including early London trials) is an opportunity for addressing economic inactivity and developing integrated approaches - potentially making employment support accessible to people as part of neighbourhood health and care services.



- **A refreshed LSIP** – to be published in 2026, developed jointly by the GLA and BusinessLDN which will identify London's priority skills needs and actions.
- **Further implementation of the national Youth Guarantee** – building on the GBW Youth Guarantee Trailblazers already underway in London (as above). New measures, including guaranteed paid work placements for long-term unemployed young people, and investment to double the number of youth hubs nationally, will create opportunities for closer collaboration with employers, community organisations, boroughs, JCP and health partners.
- **Rollout of Best Start Family Hubs** – Department for Education funding will roll out Family Hubs in every local authority by April 2026. The GLA's new Family Financial Resilience Partnership will expand welfare and debt advice in 12 London boroughs. This offers an opportunity to strengthen referral pathways into local employment support and wider services, ensuring families can access more holistic help.

Collaboration themes and using our levers

As set out above, partners have different roles and levers. If we are to create the system we want to see, we need to think beyond core employment support. We need to make use of the wide range of levers, experience, influence and knowledge held by each part of our system.

This means thinking about a wide range of opportunities - such as how we can enhance opportunities for GPs to link patients into skills, employment and careers provision that can support their wellbeing; or work with education and youth sectors to reach young Londoners earlier; or work better with London's VCSE and third sector to develop support that works for all Londoners.

In this section we:

- **identify some important objectives** for creating the system that we want to see
- **highlight some of the relevant levers** held by different system partners, that can help us achieve this system.

By understanding each other's levers and assets, we can better work together to recognise opportunities, reduce duplication and improve the support we develop and deliver.

Objective: Closer collaboration between the careers and skills system, training providers and employers

Employers provide insight into in-demand skills and help shape inclusive recruitment practices; offer in-work support to aid retention, and create pathways for progression. They also invest in training; provide work experience; and engage with the education, skills and employment sectors to build talent pipelines. Careers services, including those in schools, play a critical role in making these opportunities visible and accessible to Londoners, ensuring advice is rooted in real labour market demand and linked to local training and employment pathways.

The recent changes in the machinery of government means that responsibility for apprenticeships, adult further education, skills, training and careers now sits with DWP, alongside employment support and Skills England. This creates a clearer national framework to link adult careers advice, skills, and jobs – but also makes local collaboration in London even more important to tailor provision to employer demand and resident need.



Stronger integration with employers and careers services is vital to ensure that provision is responsive to local labour market needs; and that recruitment becomes more inclusive. The forthcoming requirement that students in schools receive two weeks worth of work experience will require greater integration between employers and schools, which will be supported by the London Careers Hubs. When employer insights feed directly careers education, advice and training delivery, the result is a more coherent journey for Londoners – from understanding their options, to accessing training, to finding and sustaining good work.

Opportunities for using our levers to achieve this:

- **The alignment between the ITS, the London LSIP and the GLW plan** creates a clear opportunity for joined-up collaboration. For example, through Sector Talent Boards and Sector Skills Hubs, employers can provide real-time feedback on skills and employment models while helping connect Londoners to live vacancies. LSIP employer networks also strengthen this link.
- **Building on existing relationships:** London boroughs already work strategically with employers to meet their skills needs, and to develop pathways into key sectors aligned with the London Growth Plan and their own local growth plans. JCP also has convening power with employers and access to central government levers. Similarly, the London Careers Hubs have been bringing employers and education institutions together to ensure that students are well connected to the world of work.



Londoner taking part in an animation programming session.

Case study: the south London No Wrong Door Integration Hub – integrating employers and careers for better outcomes

As part of the Mayor's wider No Wrong Door programme, the south London Integration Hub focuses on improving employment and skills outcomes for women and disabled residents. By weaving together schools, colleges, employers, VCSE organisations, and local authorities, the Hub ensures that residents who often face additional barriers are not left behind.

Integration is achieved through targeted, practical activities. For example, a recent hospitality insights event connected residents with disabilities and women who want to return to work to major hotel groups and local businesses. This created direct pathways into roles that had previously been out of reach. There was also a vocational experience day for SEND learners in partnership with Richmond Hill Hotel; this gave students first-hand exposure to hospitality careers, building their confidence and helping them to secure future placements. The Hub has also launched a targeted communications campaign to reach women (particularly those from global majority backgrounds) through local and social channels, providing tailored information on support and opportunities that resonates with their needs.

These initiatives demonstrate how integration can move beyond structures and strategies to deliver tangible outcomes for protected groups. By ensuring employers' insights directly shape activities – and by connecting residents with careers information and pathways that reflect real labour market demand, the Hub shows how integration can align skills, careers, and employment support. It highlights how fragmented provision can be knitted together sub-regionally to create a coherent, inclusive offer that helps employers recruit more inclusively and ensures Londoners see clearer, joined-up routes into work.



Objective: Embedding good quality work as a positive health outcome

Good-quality employment is strongly linked to better health and wellbeing, while poor health can be a significant barrier to entering or staying in work. Health systems therefore play a central role in tackling health-related economic inactivity. Recognising good work as a positive health outcome across the skills, employment, careers and health system presents a valuable opportunity to better integrate support.

To achieve this, employment services must offer more effective health support, and health systems should strengthen their connections to skills, careers and employment pathways that can improve patient outcomes. We know that this is not a simple change; this will be very different to some existing ways of working and cultures in organisations. It will require a holistic assessment to understand what additional work is required to embed this and how staff can be supported and trained to embed this coaching approach in their daily practice. Supporting health partners to embed skills, careers, and employment support into patient pathways, where appropriate, will be key to making this vision a reality.

Opportunities for using our levers to achieve this:

- Pilots such as **WorkWell** and the **GBW Trailblazers** are already testing practical models of linking health and employment, gathering evidence on what works in London.
- The **NHS 10-Year Plan**, including the development of Neighbourhood Health Services, offers a chance to explore how work and health pathways can be built into mainstream health provision.
- **OHID London and borough public health teams** bring data, intelligence and expertise to help identify local health needs, supporting more targeted approaches.
- Regional networks, such as the **London Anchor Institutions Network, NHS England London Anchor** and the **OHID London health and work network**, provide platforms to strengthen the case, share learning, and build momentum for further integration.
- The Mayor of London's **Health Inequalities Strategy** provides a lever to support and encourage a wide range of organisations to focus on wider determinants of health, including good work and skills.



Case study: WorkWell Partnership Pilots – integrating work into health pathways

WorkWell is a pilot early-intervention work and health service, commissioned by the NHS in partnership with DWP, and currently operating in two London ICBs: North Central London and North West London. It is open to anyone whose health condition or disability makes it harder to start, stay in or return to work; it offers a voluntary, person-centred service that does not affect benefits.

WorkWell provides low-intensity coaching and tailored support plans to help people manage challenges that impact their health and employability. Support can include workplace adjustments; short clinical interventions; peer support groups; employability skills and training; and direct engagement with employers. A single referral gateway enables GPs and other healthcare professionals to connect patients quickly into the service, with onward referrals to programmes such as Connect to Work, where appropriate. In London, work and health coaches, employed by Shaw Trust and supported by a multi-disciplinary team, deliver this integrated support.

Beyond direct service delivery, the pilots are also developing local work and health strategies to inform longer-term integration. This includes exploring how triggers such as fit notes can activate support; and identifying opportunities to better align employment services with the NHS, JCP, local authorities and VCSE partners. In doing so, WorkWell is not only helping individuals to start, stay in and return to work – it's also testing how health and employment can be embedded as part of the same system, strengthening the case for embedding good work as a positive health outcome.



Objective: A youth focus

Youth unemployment, inactivity and the risk of becoming NEET remain significant challenges in London. The evidence is clear that periods out of education, employment or training (EET) can have a long-term ‘scarring effect’ on young people’s confidence, earnings and career progression. Supporting young Londoners into good work early is therefore not just about meeting immediate targets – it is also about prevention, ensuring they do not face lifelong disadvantage.

Young people often experience particular barriers to entering EET, including poor mental health, lack of access to trusted advice, and exposure to violence or unsafe environments. Not enough services currently embed mental health support in their offer, despite it being one of the most cited challenges for young people seeking work.¹⁵ In London, the link between violence prevention and youth employment is also critical: meaningful opportunities for work, training and mentoring can provide positive alternatives, resilience and community. Moreover, there is a link between NEET rates and the quality of carers provision in schools, which demonstrates the importance of strong careers programmes within schools and colleges.¹⁶

To make progress, partners need to work more closely with London’s youth sector, including schools; further and higher education providers; VCSE and community organisations; youth services; and employers. This work should ensure that young Londoners can access early careers guidance, high-quality work experience and holistic support that takes account of their wellbeing and wider circumstances.

Opportunities for using our levers to achieve this:

- **The London Youth Guarantee Trailblazers** are testing new approaches to supporting care leavers and young people at risk of becoming NEET, including closer work with FE colleges and embedding access to mental health provision. They are also developing a youth offer in London, and establishing sub-regional youth integration networks that bring together local providers of youth services across skills, careers, employment, health, and wraparound support.
- **Partnerships** between London Government and pan-London youth and education bodies, such as the Association of Colleges, AELP, HOLEX, London Higher and London Youth, create opportunities to reach young people earlier and more consistently.
- **Existing programmes** with wide reach, including pan-London initiatives delivered by the GLA and boroughs such as the London Careers Hubs (see annex A), and JCP Youth Hubs, can be used as platforms to extend support and improve coordination.
- **The London Care Leavers Compact** is already offering a foundation for more consistent, joined-up support to a priority cohort. This shows how partners can come together to target specific groups with tailored offers.



Case study: Elevate 100 – Youth-led integration at a hyperlocal level

Elevate 100 in Lewisham is a youth-led hub created ‘by young people, for young people’, with funding from the Youth Futures Foundation’s Connected Futures programme. Located in Downham Leisure Centre, it provides a safe, creative space for young people aged 16-30 to access careers advice; job and apprenticeship opportunities; wellbeing support; personal development; and entrepreneurial and creative facilities.

Young people have been directly involved in shaping the design and operation of the hub, supported by Lewisham Council, VCSE organisations and other partners (such as Phoenix Housing and Circle Collective), and JCP and NHS services, which are embedded within the model. These young people govern the space; make key decisions on how the service operates; and onboard services with clear expectations on how they want delivery to look and feel to young people. This partnership ensures that statutory and community provision are brought together in one place, reducing fragmentation and making support more accessible.

Since launching in early 2025, Elevate 100 has already engaged local young people who previously struggled to navigate services. As a hyperlocal integration model, it shows how community-led provision, local authorities and national services such as JCP and the NHS can combine to build trust, tackle barriers, and improve employment outcomes for young Londoners.



Young people receiving support.



Objective: Working with London's diverse communities, at place level

Engaging with London's diverse communities is essential to designing and delivering integrated support that is truly effective and inclusive. Londoners bring a wide range of lived experiences, cultural perspectives and needs that must be reflected in the services intended to support them.

Meaningful engagement helps ensure that programmes are relevant, accessible, and responsive – particularly for those facing structural barriers to work, health, or skills development. By co-designing solutions with the people they aim to serve, we can build trust, improve outcomes, and create a system that works for all Londoners.

Opportunities for using our levers to achieve this:

- **Local government** has a unique role in convening partners and tailoring support at neighbourhood level. Through adult community learning, public health, housing and welfare services, boroughs can join up multiple forms of wraparound support. Their deep knowledge of residents, and their ability to reach communities that national programmes might miss, make them central to a more integrated approach.
- **VCSE organisations** bring trusted relationships and cultural competence, particularly for groups who may not engage with statutory services. They can reach people who are out of touch with JCP or other mainstream provision, and are often better placed to build trust with marginalised or excluded groups. This is the basis for the Skills for Londoners Community Outreach Programme which funds community organisations to support Londoners to access skills opportunities. Umbrella bodies such as London Plus and ERSA, as

well as specialist organisations working with refugees, disabled people and carers, provide valuable channels into communities that might otherwise remain under-served.

- **Faith groups, community anchors and local housing** associations also play a convening role at neighbourhood level, creating accessible spaces for engagement and providing wraparound support alongside skills, careers or employment support provision. JCP is also increasingly looking to embed its services in community settings, working with local partners to make statutory employment support more visible and easier to access.

- **Integration pilots** such as No Wrong Door (as above) and JobsPlus highlight the potential of place-based models to simplify access and co-design services with residents. This work reduces duplication and makes the system feel more coherent at a community level.

- **Welfare and debt advice services** are often a front door for people on low incomes seeking advice and support. When someone receives income-maximisation and crisis support, this can help to relieve financial pressures and address the ways that low income causes a barrier to learning and work. There is an opportunity for these services to be better supported to connect people on low incomes to employment support, through convening, training and co-location of services. This is being taken forward and tested through the GLA's Family Financial Resilience Partnership (running from 2025-2027) and through the Get Britain Working Trailblazer pilots.



Case study: JobsPlus Pilot – embedding work, health and skills support in communities

JobsPlus is a community-led employment support programme being trialled in 10 sites across England, including three in London led by housing associations. The programme is funded through DWP's Labour Market Evaluation and Pilots Fund, and Youth Futures Foundation. It is led by the Learning and Work Institute, with support from Communities that Work and the Institute for Employment Studies. Adapted from a successful US model, it combines on-site employment services, wraparound support, community support for work and financial incentives to help residents into sustainable work.

In London, pilots are hosted by L&Q, Clarion and Barnet Homes in Leyton, Penge, and East Finchley. Delivery is centred in community hubs onsite within the housing estate. This work offers open-access support to all working-age residents, and builds trust through resident involvement, peer support, and a highly visible neighbourhood presence. By embedding employment services in familiar community spaces, JobsPlus reduces barriers to engagement for those who might not access mainstream provision. The aim is for all residents to benefit from the programme – either directly from receiving support and services from JobsPlus, or indirectly by building a culture of work and cohesion in the community.

The pilot underlines the unique role of housing associations and community organisations as trusted anchors within neighbourhoods. They can extend the reach of the system, working alongside statutory services to engage people often out of touch with JCP or borough provision, and offering a bridge into wider support and creating more inclusive pathways into work.

Case study: Building trust at place level – Community Health and Wellbeing Workers in south London

As part of the wider GBW Trailblazers programme, South London Partnership (SLP) has launched an initiative to integrate Community Health and Wellbeing Workers (CHWWs) with employment services through a new digital triage pathway. CHWWs are trusted practitioners based in GP surgeries, social housing and community hubs. They are trained to build relationships and trust with residents, particularly those who are hardest to reach, helping to identify employment needs early and connect people to local skills and employment services via simplified digital pathways.

By embedding CHWWs into the system, SLP is pioneering a model of inclusive, community-based support that bridges health, housing and employment. This approach strengthens trust at a neighbourhood level, reduces barriers to engagement and demonstrates how integrated pathways can better serve diverse communities across London.

Supporting collaboration

To deliver the changes we want to see, and to make the most of the opportunities on the horizon, London needs some common infrastructure across key partners. Lessons from integration across the skills, employment and careers system have shown that progress often stalls because of systemic barriers that make collaboration difficult. These challenges are also opportunities to do things differently and to build a system that is more personalised and human-centred; easier to navigate; and focused on supporting people into good jobs, not just any job.

The challenges include:

– Building shared aims and accountability –

Partners are often accountable to different funders and priorities, making it difficult to sustain collaboration. Our approach is to build shared governance and a common vision, ensuring agencies are working towards the same outcomes.

– Using data and evaluation better –

Different data frameworks and short-term funding cycles make it difficult to measure impact across boroughs and sectors, or to adapt services quickly. To address this, partners will explore the development of a co-designed outcomes framework amongst GLA, boroughs, SRPs, VCSE, JCP, and health system partners. This would allow for local variation while also supporting data-sharing for referrals, joint analysis and shared learning across communities.

– Simplifying referral pathways –

Londoners and practitioners still face a fragmented referral system, with duplication and barriers to access. New approaches are being explored, including the use of new technologies and integration hubs, to make referrals simpler, faster and more consistent across services.

– Sharpening our focus on inequalities –

Disabled Londoners, care leavers, people from underrepresented groups (including refugees and those with experience of the criminal justice system), and those with no or low qualifications continue to face structural barriers to good work. Tackling these inequalities requires a sharper focus across all programmes, underpinned by a ‘local first’ approach that builds on borough and community strengths, while scaling what works where appropriate.

– Facilitating more joined-up commissioning where possible –

Short-term and siloed commissioning creates competition between providers rather than collaboration. Aligning funding, monitoring and financial incentives creates an opportunity to bring partners together around shared goals, and to reduce duplication.

By addressing these systemic barriers, we can create a more coherent and inclusive system. Stronger integration with employers will be central to this – and will ensure provision is responsive to labour market needs, recruitment becomes more inclusive, and Londoners see clearer pathways into good jobs.



Box C: Capacity and capability

All partners involved in this work are passionate and committed to creating a more integrated employment support system in London. It is important to recognise the current capacity and capability challenges that different parts of the system face. For example:

- **Changes in NHS England –**

we will soon be seeing the reforms to NHS England; the mergers of ICBs in London; and the significant changes proposed in the 10 Year Plan for Health in England, along with workforce shortages in services. These factors will create capacity challenges in collaboration (at a London level) and service delivery.

- **Bringing the National Careers Service into JCP; and shifting to the new Jobs and Careers Service –** This could impact the effective delivery of high quality and impartial careers information, advice and guidance to all Londoners who need it. Coupled with the major transformation programme underway to deliver the new Jobs and Careers Service, this could impact on JCP's ability to adapt to new delivery models. GLW partners are committed to working together to ensure that the Jobs and Careers Service meets Londoners' needs.

- **Differences in London boroughs –**

Despite a considerable investment in local employment and skills services, boroughs have variable resources and uneven capacity to collaborate and support employment-positive initiatives that target distinct communities in their area. Boroughs have hugely varying needs and different ways of working with health, VCSE and other partners. They often lack the long-term funding needed to sustain integrated employment programmes.

- **Resource constraints –** Partner organisations face staffing and resource limitations, making it harder for them to engage in multi-agency working.

- **Challenges for providers –**

Declining funding over the last decade has meant that despite the best efforts of skills providers, too many Londoners have missed out on training that could have helped them get into work or find a better job.

New government reforms, and local policies and strategies, will bring both challenges and opportunities. By working together through the GLW governance structure, we can help shape these changes so that London develops the kind of skills, employment, careers and health system it really needs.



5. Priority actions and governance

This section sets out our collective priorities for the next 12-24 months to address the challenges and opportunities identified in this document. These are actions that the GLA, London Councils, the London's NHS partnerships and JCP will take forward together, with the advice and support of wider partners.

The actions focus on integration across skills, employment, health and careers support. The section below should be read alongside the ITS, which sets out complementary priorities.

These priorities are informed by extensive engagement with stakeholders (see Box D) and lessons from delivering current provision. They are designed to build a more coherent employment and skills system; provide better support to Londoners; and help move towards the government's 80 per cent employment target.

Box D: Themes from engagement feedback

Through a series of in-person and online engagement sessions, and an online consultation, we have collated feedback from over 100 stakeholders from across skills, education, VCSE, local authorities and SRPs, employment and careers, employers, health and social care and research representatives.¹⁷ A summary of these findings can be found in the **Inclusive Talent Strategy – Consultation Analysis**

The priority actions below directly respond to the key themes and suggestions made by stakeholders through our engagement including:

- Improving opportunities for co-location between services
- Focus on leadership – including a pan-London strategic direction, with room for flexible, tailored delivery at community level
- Improving referrals through better joint working between partners, sharing of data and digital tools.
- Issues with fragmentation of funding.



Key considerations

The following three points provide some context to the plan:

1. Integration is a long-term commitment.

System change at the scale required will take time and sustained effort from all partners. Some of the changes needed can only be made nationally; but this plan focuses on what we can do at the London level, while maintaining dialogue with DWP, health partners and others throughout delivery.

2. This is a strategic London plan. While it refers to the huge amount that is already happening in terms of development and delivery of shared programmes, it does not go into detail on sub-regional and local programme delivery. It does, however, allow for boroughs and sub-regions to keep flexing their provision to meet the needs of diverse communities and employers across the capital.

3. The plan will evolve as challenges and opportunities across the partnership shift.

Partnership working is a journey. This plan is being developed, and will be delivered, in the context of change across the city – in all the systems that form this partnership, and in terms of national policy. While it sets out our current direction, it will need to adapt as the partnership matures and new priorities emerge.

Priority actions for the next 12-24 months

A. Delivering and learning from pilots and programmes.

London partners are leading a wide range of employment support pilots and programmes – including the GBW Trailblazers, WorkWell pilots and Connect to Work. These operate across different geographies and serve different populations. They provide vital support for Londoners, while generating evidence to inform the future design of services, including how any new national programmes are delivered locally (see Annex A for programme details and horizon scanning for forthcoming opportunities).

B. Creating a more integrated system.

The action plan below sets out how we will build on this collaboration; address barriers identified through current pilots; begin to respond to the key issues raised in the ITS engagement; and share what works across the system. By embedding learning from Trailblazers and other initiatives, we can begin to establish more coherent, joined-up pathways for Londoners and employers.

Together, these priorities signal the first phase of delivery under this plan. Pilots and programmes form the testbed for integration; and joint actions are beginning to embed a more coherent, London-wide approach.



Action Plan: (B) Creating a more integrated system

We want to build on the work to create a more integrated system that has already taken place. We will use the learnings from these approaches to improve the support we provide and better understand how to work together to integrate skills, employment, health and careers services. Here we set out initial actions to help all partners do this:

Priority action	Long-term aim	Planned activity in next 12-24 months
Strengthen cross-sector leadership, and creating a cross-sector learning and sharing culture	• Develop and communicate a shared vision; aligning plans across partners; and ensure effective governance and accountability. • All new London-based programmes and projects are informed by lessons from across different sectors and projects. • Explore what we can do at a London level to reduce fragmentation in the system; and different levels of commissioning and short-term funding. • Improved shared governance and accountability; and more consistent data and evaluation frameworks.	• Establish the GLW governance structure and convene partners regularly to review progress. • Design an action learning programme with stakeholders and practitioners. This will draw on evaluations of Connect to Work, GBW Trailblazers, WorkWell, No Wrong Door integration hubs, GLA Inclusive Talent Brokerage and GLA Family Financial Resilience Programme. • Support the OHID London Strategic Needs Assessment for work and health to inform future joint priorities. • Develop frameworks for integration so further partners can benefit from these pilot approaches. This includes sharing appropriate findings and data with key partners and other sectors, e.g., housing. • Discuss and assess options for digital solutions to support referral pathways in work and health.



Priority action	Long-term aim	Planned activity in next 12-24 months
Develop a shared outcome framework for skills, health, careers and employment support in London	While expanding on the vision for an integrated system outlined in the ITS, developing shared outcome frameworks will mean: • improved monitoring and analysis of London's progress. • improved understanding of duplication and gaps. • more able to make a clear case to senior stakeholders on shared aims. • more consistent data.	• Co-design outcome metrics with partners, aligned to GBW metrics, to track London's progress. • Work with partners to build in the flexibility needed within the framework to acknowledge differing local need across London. • Work with partners to understand how to support outcomes across sectors; and how to embed work as a health outcome. This includes sharing best practice from pilots.
Improve referral pathways	More effective referrals across sectors; and between sub-regional, local and hyperlocal services. This will reduce the fragmentation of service delivery; and support shared incentives and outcomes.	• Test streamlined referral pathways between welfare, debt and financial advice, and employment support through the the GLA's Family Financial Resilience Partnership programme, borough advice services, and GBW pilots. • Trial cross-sector upskilling of frontline workers in GBW Economic Inactivity Trailblazers to strengthen referral quality.
Support the growth of local VCSE and third-sector infrastructure	More support for organisations in the VCSE and third sectors who work in areas with marginalised communities. This will help with boosting London's capability and capacity in London to respond to the needs of Londoners; and meet the goal of an 80 per cent employment rate.	• Work with existing London NHS partnerships to review VCSE commissioning and identify core approaches that could be adopted across sectors. • Review successful models such as JobsPlus with G15 housing associations, DWP and funders to assess learning and explore opportunities for adapting or replicating effective approaches. • Pilot approaches to better equip the voluntary sector with the tools to connect people with employment support. This will be tested through the Family Financial Resilience Programme where advisers and hub staff will receive training.

Priority action	Long-term aim	Planned activity in next 12-24 months
Improve data sharing across organisations	An agreed approach to sharing data to inform better referrals and analysis of London-wide data. This includes reviewing how to develop the IT infrastructure so this can happen. This will increase shared infrastructure, increase capability of the sectors and decrease the fragmentation of service delivery.	• Begin development of data-sharing protocols between key partners to build confidence for local implementation. • Building on the Youth Trailblazer pilot, identify what shared IT infrastructure is needed to support this work; and what is already in place that can be used.
Develop new approaches to co-location	An understanding of what is needed to make co-location of services successful, and where this can make the most impact. This will support the sharing of infrastructure and decrease the fragmentation of service delivery.	• Test co-location approaches through GBW Trailblazers and WorkWell pilots; and review evidence from earlier London pilots on co-location. • Develop frameworks to support local services in adopting co-location where it adds value. • With partners, build a toolkit including what other holistic approaches (including upskilling of staff) are needed to ensure co-location is a success.



Priority action	Long-term aim	Planned activity in next 12-24 months
Understand what workforce we need – skills and knowled	Giving practitioners and commissioners the skills they need to enable them to work across a new integrated system and support Londoners to make decisions about the support they would like and need. This will increase the capability and capacity of London's support workforce and reduce fragmentation by allowing for better referrals.	• Test upskilling models for frontline staff in GBW Trailblazers and analyse evaluation findings to inform future workforce development. • Embed Londoners' voices into programme design by capturing their views on what support works best. • With partners, develop a shared communications and engagement approach to co-design patient pathways linking work and health.
Create strong links to the other priorities of the ITS and LSIP	Ensure that the work we do together is linked to the skills system in London, to continue to integrate the varied support and development offers in London, and better balance labour market supply and demand.	• Developing new shared governance to monitor progress against all 3 plans and understand how to pool resources to meet

Outcome measurement

The monitoring and evaluation plan, signalled in the above table (work stream one: *Strengthen cross-sector leadership*) will set out how the priority actions will be monitored and reported against at a local level, including through local outcome indicators which align with the GBW outcome metrics (see Box E below).



Box E: GLW plan outcome metrics

As set out above, both the GLW plan and the ITS aim to support the following targets:

- **Increase London's employment rate to 80 per cent:** this is a long-term ambition, shared with the UK government. In London, it would strengthen the economy, reduce inequality, and unlock opportunities for underrepresented groups. Moreover, it supports inclusive growth, boosts public finances, and helps businesses meet skills demands – positioning London as a globally competitive and resilient city.
- **Raise the real household weekly income (after housing costs) of the lowest earning 20 per cent of Londoners by 20 per cent by 2035:** this is key to tackling inequality and driving inclusive growth. It helps households under the greatest financial pressure access essentials like housing, healthcare and education, while also boosting local spending, supporting small businesses, and reducing reliance on public services in London. This goal strengthens both individual opportunity and London's overall economic resilience.

Alongside these the GLA will monitor the following through the GLW plan governance processes:

- **Variation in employment rates across London boroughs:** reducing employment rate disparities across London boroughs is essential for unlocking potential, promoting fairness, and strengthening local economies. By tackling unequal access to jobs, the city can ensure all residents benefit from growth and contribute to more connected, resilient communities.
- **Health related economic inactivity rate (number of working-age people who are economically inactive due to being long-term sick divided by the working age population):** reducing health-related economic inactivity is important to unlocking potential, boosting productivity, and easing pressure on public services. Long-term conditions (such as mental illness and musculoskeletal conditions) keep many out of work. Addressing this helps individuals lead more secure lives while strengthening the economy.
- **Disability employment rate gap (the difference in the employment rate of people who report they are disabled, and those who do not):** the disability employment rate gap is a clear sign of labour market inequality. Closing it is crucial for fairness and economic inclusion – this unlocks the potential of many, while fostering a more diverse, financially independent, and productive workforce.



- **Proportion of 16-24 year olds not in education, employment or training (NEET):** reducing the NEET rate among 16-24-year-olds in London is vital to preventing long-term disadvantage and unlocking economic potential. With relatively high rates in recent years, driven by poor health and inactivity, tackling this issue helps build a more skilled workforce; eases pressure on public services; and ensures young Londoners have a fair chance to succeed.

- **Employment ethnicity gap:** reducing London's employment ethnicity gap is needed for creating a fairer, more inclusive economy. Despite the city's diversity, disparities in job access persist, especially among minority ethnic groups. Tackling these inequalities unlocks talent, boosts productivity and ensures all Londoners can thrive.

- **Female employment rate (the number of women aged 16-64 in employment divided by the number of women in the population, aged 16-64):** increasing the female employment rate in London is relevant to inclusive growth and reducing inequality. Women – particularly mothers, carers and those from ethnic minority backgrounds, face barriers like childcare costs and inflexible work. Tackling these issues boosts household incomes; expands the talent pool; and strengthens the city's economy through greater diversity and productivity.



Harrow, Richmond and Uxbridge College, technical skills training using high grade industrial equipment.



Governance

A governance structure will be established to provide strategic guidance for London's skills and employment ecosystem, bringing together oversight of ITS and the GLW plan while incorporating the joint ownership arrangements for London's LSIP. It will also provide stakeholder governance and insights to directly inform the development and commissioning of London partners' skills, employment and careers programmes. Combining these priorities under one governance model is critical to ensure strategic alignment; and to bring system-wide coherence, accountability, responsiveness and innovation to workforce development.

The governance structure will need to align with London's Growth Mission Board. This has been established to oversee progress on delivery of the London Growth Plan and its associated strategies/plans.

This model of governance will bring together strategic partners across employment, skills, health, business and community organisations – with membership designed to balance inclusivity with effectiveness. Partners will assess the progress against the GBW outcome metrics and leads of programmes working specifically to these will report regularly.

In establishing this governance structure, we will want to ensure representation from:

- **GLA**
- **London Councils**
- **regional DWP/JCP lead**
- **regional and sub-regional health and care system representatives**, e.g. from NHS London, OHID London, and London's ICBs
- **SRPs** – represented collectively by a nominated lead
- **employer, business and trade union representatives** (including the employer representative body co-producing London's LSIP)
- **skills sector representatives**
- **employment support and advice representatives**

Future updates

The GLW plan is a live document that will continue to evolve as London's context changes. Future updates will reflect shifts in the funding landscape; devolution settlements or wider national policy; and new evidence from programmes such as the GBW Trailblazers and other work and health pilots. Shared governance will ensure the plan adapts to emerging ambitions, resources, and opportunities, keeping it relevant and responsive.



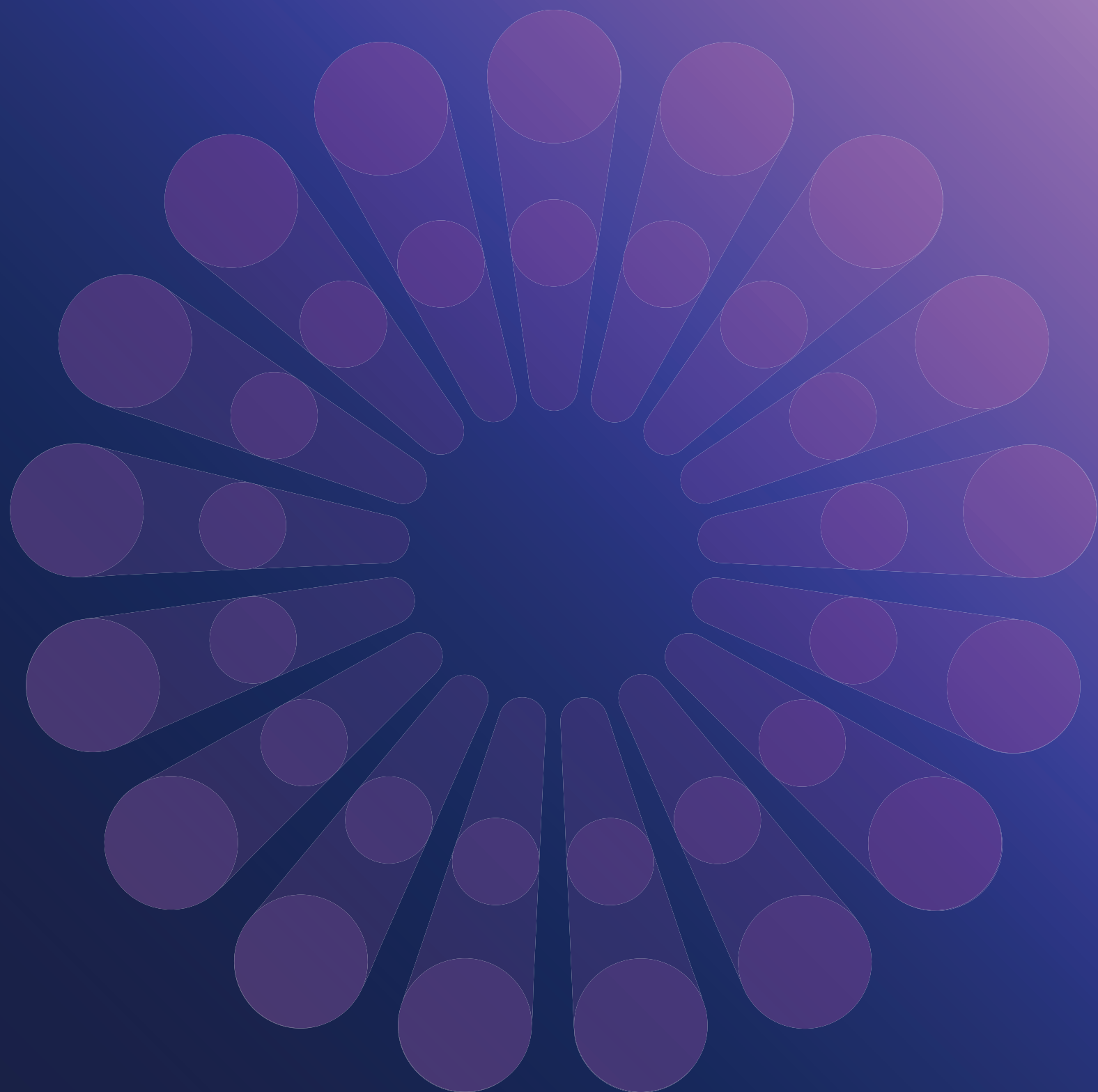
Conclusion

The GLW plan represents a vital step in delivering the ambitions of the ITS and contributing meaningfully to the national goals set out in the GBW white paper. By fostering collaboration across public, private and community sectors, we can unlock the full potential of London's diverse talent pool; and build a more inclusive, resilient and opportunity-rich labour market.

We already have a strong foundation to build on. The organisations involved in the development of the GLW plan bring deep experience of partnership working across London and within local communities. Recent initiatives, such as the GBW Trailblazers and the No Wrong Door integration hubs, have demonstrated the power of joined-up services. Now is the time to build on this momentum, using evidence and experience to shape a truly integrated skills, employment, health and career system that delivers for London and for Londoners.

References

1. [Get Britain Working White Paper, UK Government, 2024.](#)
2. [Guidance for developing local Get Britain Working plans, UK Government, 2025](#)
3. Groups of boroughs working together via a single organisation that promotes the shared ambitions of each sub-region. In London, these are Central London Forward, covering 12 central London boroughs, South London Partnership, covering five south London boroughs, Local London, covering nine boroughs in north-east and south-east London, and West London Alliance, covering seven boroughs in west London.
4. London's Youth Guarantee is the capital's local implementation of the government's ambition for a national guarantee for all those aged 18-21. It aims to ensure that every young Londoner can access support to stay in education; enter training or an apprenticeship; or move into work, with tailored help for those furthest from the labour market.
5. Existing London NHS partnerships is a broad term to include London's current five ICBs, that will merge to become four soon; OHID London and NHS England London.
6. ONS, Labour Force Survey, April to June 2025, 2025
7. ONS, Annual Population Survey, January 2024 – December 2024, 2025
8. Based on GLA analysis of Labour Force Survey, April to June 2025, 2025
9. Proficiency means that existing workers lack some of the skills needed to do their role
10. [Inclusive Talent Strategy – Consultation Analysis summary report, ICF Consulting Services Limited, 2025](#)
11. London Councils, Borough Employment and Skills Services Survey, 2024/25
12. [Inclusive Talent Strategy – Consultation Analysis summary report, ICF Consulting Services Limited, 2025](#)
13. Department for Work and Pensions, Employer Survey 2024
14. More information about London's new Sector Talent Boards can be found in the [Inclusive Talent Strategy](#), published alongside the GLW plan.
15. [Breaking Barriers: Addressing Youth Unemployment in London, London Councils, 2024](#)
16. Percy, C. & Tanner, E. The benefits of Gatsby Benchmark achievement for post-16 destinations, 2021
17. [Inclusive Talent Strategy – Consultation Analysis summary report, ICF Consulting Services Limited, 2025](#)



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