

A photograph of two construction workers in safety gear. In the foreground, a woman wearing a white hard hat, safety glasses, and an orange high-visibility vest is looking down. In the background, a man in a similar safety vest and hard hat is working. The image is overlaid with a decorative pattern of purple circles and lines.

LONDON INCLUSIVE TALENT STRATEGY



LONDON
GROWTH PLAN

MAYOR OF LONDON

LONDON
COUNCILS





Cover: Ladywell SelfBuild
Community Space.

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Foreword

Today, London is the engine of our country's economy. It's a global services superpower, with world-leading creative industries and the largest tech sector in Europe. A beacon of hope for bold entrepreneurs with big ideas, our city's future is bright. Whether they're making blockbuster films, designing the next generation of robots, or finding new ways to tackle the climate emergency, businesses here aren't just creating good jobs for Londoners – they're also giving many of them a chance to change the world.

But for many of the Londoners we speak to, those opportunities feel impossible to grasp. Businesses tell us it is hard to find employees with the skills they need, yet many of them operate in neighbourhoods full of people who would jump at the chance to work with them. That's because, today, a chronic skills mismatch is holding the capital's economy back.

We know that London will only achieve its full potential if every Londoner can achieve theirs. The principle of inclusive growth we set out in the London Growth Plan isn't just a statement of our values; it's also the only route to long-term prosperity for our city and the people who call it home.

Every one of our goals – getting our productivity growth back on track, helping to create 150,000 good jobs, and raising the income of the poorest Londoners by 20 per cent is anchored in our commitment to building a fairer economy that works for everyone. No Londoner can be left behind.

This strategy presents a bold, ambitious plan to build the pipeline of diverse talent we need to deliver truly inclusive growth. Businesses big and small will be able to recruit the talented people they need to succeed, because investment will be targeted at the courses that produce them. Londoners will find that choosing a course feels less like a gamble, and more like an investment in their future. No matter their background, they will know which skills they need to get a good job and a secure career. Disabled people or people with long-term health conditions won't find themselves written off, as they so often have been in the past. Instead, we will work with our NHS colleagues to coordinate an approach to health and employment support that gives them an equal chance to thrive.

Behind all of this will be a profound cultural shift. Business leaders won't just recognise their role in making the new skills system work; they will feel empowered to play their part. They will work with us to identify what skills are needed, offer some of their time or space to help train young people, and play their part in shaping the future of London's economy.

The success of this strategy will take all of us: national, regional and local government, employers, education providers, health partners, trade unions and civil society. Above all, it will depend on the unsung heroes – the teachers, advisers, and mentors who devote every day to helping people in our city achieve their potential.

We owe you a debt of gratitude, and we hope this strategy gives you the tools to transform the lives of many more Londoners in the decades ahead.

Sir Sadiq Khan and Cllr Claire Holland
Mayor of London and Chair of
London Councils

Sir Sadiq Khan.



Cllr Claire Holland.

MAYOR OF LONDON



Executive Summary

This Inclusive Talent Strategy – the first ever for London – is a vital early step in delivering against the ambitions set out in the London Growth Plan. These are: raising London’s productivity growth rate, raising the real household income of the lowest-earning Londoners, accelerating climate progress and growing London’s service exports.

It focuses on the change needed to ensure Londoners can access those opportunities.

The strategy puts employers in the driving seat for skills in London, it integrates the system so that Londoners can get advice and support wherever they are, and creates an environment in which talent can thrive.

This work is a partnership led by the GLA and London Councils, in coordination with:

- employers
- boroughs
- sub-regional partnerships
- employment support providers
- further education (FE) and higher education (HE) institutions
- the UK government
- developers
- transport providers
- NHS and childcare providers
- unions
- civil society organisations
- London & Partners.

It is built around three new areas of action: putting employers at the centre of driving inclusive growth; ensuring Londoners can find the right training and career path for them; and tackling the barriers to retaining talent. These areas are detailed below.

01. Putting employers at the centre of driving inclusive growth.

By empowering employers to equip the workforce with the right skills, we will raise productivity and drive growth. Working in partnership with skills providers and government, employers will make the system more responsive to London’s economic needs; and make it easier for businesses to find talent, particularly in high-growth sectors. Actions include:

- ✿ establishing new Sector Talent Boards: these will enable employers to help shape the supply and quality of skills in their sector
- ✿ building the long-term capacity of technical education providers to meet the needs of industries that are changing at unprecedented pace.

02. Ensuring Londoners can find the right training and career path for them

By integrating London’s skills, employment, health and careers services, Londoners will find it easier to access the skills and training they need. This will not only improve the system for Londoners; it will increase our employment rate too, while helping those most disadvantaged by the current system. We will also help Londoners get the skills they need to be resilient to shifts in the labour market. Actions include:

- ✿ using the Get London Working Plan to integrate skills, employment, and health provision
- ✿ significantly investing in artificial intelligence (AI) training through skills bootcamps
- ✿ establishing a new jobs and careers service for Londoners, providing a clearer pathway of progression.



03. Tackling the barriers to retaining talent

By working to address the barriers that stop people from entering and staying in good work, London will better retain its talent. This will improve working conditions for Londoners; increase our employment and retention rates; and support individuals to thrive. Actions include:

- ✿ supporting employers to enable in-work progression and good work standards for Londoners
- ✿ continuing to seek public and private sector funding to deliver key investments in London's transport infrastructure
- ✿ coordinating with the London Housing Mission Board to train enough Londoners with the skills needed to scale up housing construction across the capital.

London starts with considerable strengths. Our unique mix of entrepreneurialism, education and creativity, and our celebration of diversity make us a magnet for talent, new businesses and high-growth startups, which drive demand for new skills.

We have a world-leading HE and FE system that routinely ranks top in the world. We have successfully widened participation in HE, including through effective collaborations between FE and HE institutions. And we have a diverse economy that requires a growing and constantly evolving supply of skills.

This strategy sets out our response to deep-rooted structural inequalities at a time when providers are still adapting to declining funding. It explains how we will support Londoners to benefit from the rise of AI and the transition to a green economy – both of which pose immediate challenges and huge long-term economic opportunities.

We have built into this strategy a chance to monitor and learn from our progress. Not just against our core ambitions – but also in terms of learners' economic outcomes; the diversity of the workforce in growth sectors; and the share of Londoners earning below the London Living Wage, and progressing to higher levels of learning.

Our mission, therefore, is to make sure that London is the best place in the world for businesses to grow; and that every Londoner has a good chance to get on, fulfil their potential and thrive.



My Life Sciences, London Institute for Healthcare Engineering at King's College London.



Introduction:

A new era of opportunity in London

In February 2025, London published its Growth Plan. This is the blueprint for how London will create growth, and how we will shape that growth, over the next decade. It is a blueprint for how we can help create 150,000 new, high-quality jobs by 2028, and turbocharge inclusive, sustainable economic growth. It sets out four key ambitions:

- 01. Productivity:** raise productivity growth rates annually to 2 per cent (average per year) between 2025 and 2035.
- 02. Inclusion:** for the lowest-earning 20 per cent of Londoners, raise earnings by 20 per cent by 2035. This would mean that at least one million London households would have on average an extra £50 to spend each week (after housing costs).
- 03. Green growth:** accelerate progress towards tackling climate change and achieving London's net zero target for 2030 and building climate resilience.
- 04. A global capital:** grow London's services exports by an average of 6 per cent per year.

This Inclusive Talent Strategy – the first ever for London – is a vital early step in delivering against these ambitions. It recognises that access to good jobs and skills helps drive growth and inclusion, and that London's skilled workforce is both a distinctive international strength and a foundation for a healthy, green, prosperous city.

While the London Growth Plan sets out the ambition and path to creating good jobs, this strategy focuses on how to achieve it. **Our goal is to make the system better at developing talent, and to give Londoners everything they need to thrive. Achieving this will make it easier for employers to recruit a workforce that reflects London's diverse communities for Londoners from every background to find paths to brilliant careers.**

The Inclusive Talent Strategy is built around three new areas of action. First, **we will put employers at the centre of creating inclusive growth.** Working in partnership with skills providers and government, employers will make the system more responsive to London's economic needs, and make it easier for businesses to find talent. It will also give Londoners the skills they need to grow our financial, professional, and business services, creative industries, the experience economy, international education, and all the priority sectors identified in the Growth Plan. Skills will fuel London's ability to accelerate in life sciences, green innovation, AI, quantum computing, bioengineering, advanced robotics and materials sciences.



Secondly, **we will ensure Londoners can find the right training and career path for them.** By better integrating London's skills, employment, health and careers services, Londoners will find it easier to access the skills and training they need. This will not only improve the system for Londoners, it will increase our employment rate too, particularly for those most disadvantaged by the current system.

Finally, **we will tackle the barriers to retaining talent.** By working to address the barriers that stop employers from attracting the staff they need, and Londoners from entering and staying in good work, our city will better attract and retain its talent. This will improve working conditions, increase our employment and retention rates, and support individuals to thrive.

This strategy has been co-designed by the GLA and London Councils. However, it was developed through extensive engagement¹ with wider partners and communities across London. It provides priorities and a call for action for all partners in London's skills and employment system. In the following pages, we set out how we will work in partnership to deliver these new areas of action and the key partners involved.



The Skills Centre, Construction Skills.



London's Workforce Plan: a three-part framework

The Inclusive Talent Strategy is intended to be a reference point for the future of talent, training, employment, and skills in London. It sets out a shared vision for all services involved, and establishes system-wide priorities.

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 FE and HE institutions, employment support providers, health partners, trade unions, community organisations, boroughs, businesses and industry organisations.

The strategy is built on foundations of good work and innovation already in place across London. Case studies provided throughout this document give examples of these; the job of this strategy 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 and NHS Integrated Care Boards; by working closely with sub-regional partnerships. This work aims 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 Trailblazers. These initiatives will inform the design and implementation of a new Jobs and Careers Service in London, as well as the delivery of a London Youth Guarantee.

Local Skills Improvement Plans (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 revised single London LSIP will be published in summer 2026, covering three years. It will be delivered in partnership by the GLA and BusinessLDN. This ensures 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. This sets out the current skills and labour market landscape, including:

- key themes in London's skills and employment system
- opportunities to improve Londoners' access to work and skills
- evidence on the shift towards fair, inclusive and high-quality employment.

It also covers how we will track key skills and employment indicators. This enables us to 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.

Raising expectations and working differently

The Inclusive Talent Strategy is developed in a time of significant change. That is why this strategy builds on existing partnerships and envisages fostering new ones.

Our ambition is that this strategy will improve life for employers, Londoners, skills providers and civil society.

How things will be different for...

Employers

Our ambition is for employers to find it easier to recruit and train people with the right skills to grow.

It will be easier to implement inclusive employment practices, and recruit and retain a workforce that reflects London's diversity. We will work in partnership with business to improve access for under represented groups.

The Sector Talent Boards will make it easier for employers to help shape the supply and quality of skills in each sector and area. Employers will have greater influence over funding streams for adult skills programmes and wider training at all levels.

Employers will know that the skills being taught match the skills they need.

Employers will be more confident to co-invest in skills training with the public sector and other employers.



...Londoners

Our ambition is for Londoners to find it easier to build an exciting career in a well-paid sector.

We can do this both by helping businesses in growth sectors create jobs, and making it easier for Londoners to get the skills and experience needed to get into them.

Londoners will find it easier to access skills, employment and careers services, and find out about routes to well-paying careers across the city – whether their enquiry started in a service for health, employment or debt advice, a local community learning service, college, university, community organisation, or anywhere else.

Disabled Londoners and those with poor physical and mental health, who face challenges getting and keeping a good job, will get better support. We can do this by better joining up our employment and skills services with health, welfare and debt advice services.

Choosing a training course will feel less like a gamble and more like a well-informed investment choice, with better information about subsequent job prospects.

There will be fewer barriers to participation in training or employment. There will be better coordination between childcare, health, housing, transport and work as the foundation of a secure and happy life in London.

...skills, employment, careers and healthcare service providers

Providers will feel part of a more joined-up system. It will be easier to direct people who need advice and support towards provision that fits their needs, even if it is in a different part of the system.

Skills providers will find it easier to deliver the skills employers need. There will be more routes for tutors to keep up to date with changes in industry, and for industry experts to become adult education teachers.

It will be easier for providers to innovate, in the knowledge that they will meet employers' needs and give Londoners a good chance at progression in a career.



...community groups, civil society, charities and advice services

They will be better connected to employment and skills services, and find it easier to direct people to the help they need around learning and work. This will particularly help communities that are under-represented in some of the growth sectors in London.

Information about employment, skills, and careers opportunities will be clearer, more consistent and easier to navigate.

We will make it easier for community-based organisations to engage with employers – including through local and pan-London brokerage programmes.



Our Strengths, Challenges & Opportunities

Strengths

London is a hub for global talent

The London Growth Plan identified that our city has exceptional talent and is ranked top globally for human capital.² **Talent from all over the world makes a home here. Our world-class employers, diverse neighbourhoods, food and drink, nightlife, green spaces, and ability to make everyone feel like they belong are a magnet for the best talent from around the UK and the world.** For example, more than a quarter of undergraduates and two-thirds of postgraduates in London's HE institutions came from outside the UK.

London attracts people who are ambitious to start and grow businesses of all kinds – which in turn drives demand for new skills. London's quality healthcare, tradition of learning and research, cultural vibrancy, and world-leading research base also attract students, businesses and high-growth startups. London also acts as a gateway to the rest of the UK for services and people. If we achieve the ambitions in this strategy, it will have a ripple effect across the UK in terms of inward investment and sharing wealth.

London is also proud of the role it plays providing sanctuary to those who need it, equipping those who arrive here as refugees with the language, qualifications and skills they need to thrive, and to maximise their contribution to London's economy and services.

London has world-leading HE and FE

International education is recognised as a growth sector in the London Growth Plan. We educate over 200,000 international students each year⁴ – more than any other city in the world. London routinely ranks top in the world for its brilliant workforce, and our universities are uniquely high-quality, diverse, and international.

Four of our universities rank among the top 100 in the world, and we are home to the best ranking institutions in various disciplines.⁴ London has also been more successful than other regions at widening participation in HE, including through successful collaborations between Further and Higher Education Institutions.⁴ We are home to top two global arts schools, as some of England's best primary and secondary schools.



The Camden College.



London's alumni become global decision-makers, with an affinity to London that often lasts a lifetime. International students feed our talent pipeline, and their fees are a vital source of income for our universities and colleges.

London's vibrant FE sector – encompassing colleges, adult community education and independent training providers – is a cornerstone of the city's skills system. It delivers high-quality teaching and tailored support to hundreds of thousands of Londoners every year. It helps adults gain essential, technical and professional skills that are critical for both life and work.

The latest London Learner Survey shows the sector's strong impact: 81 per cent of learners were employed, or in further study after their course and nearly all learners (94 per cent) reported wider benefits, including greater confidence and wellbeing.⁶ Many London providers are rated outstanding by Ofsted and are leading innovation with employers. Such as, the sector plays a vital role in helping Londoners progress into good jobs and further learning.

... and a track record of delivery...

London government has successfully overseen the delivery of key programmes delegated from national government.

More than one million learners have participated in vital training and boosted their skills in the last five years since the Mayor of London took control of adult education funding for the capital. And over 35,000 Londoners have been supported into employment by work and health programmes managed by London's sub-regional partnerships.

London has a diverse economy

London is one of the world's few truly global cities. It is the largest city in western Europe, and has a trillion-dollar economy. London powers the UK economy: it accounts for around 25 per cent of total GDP,⁷ 30 per cent of total exports⁸ and 21 per cent of the total tax⁹. This is despite only having 13 per cent of the population¹⁰.

We are one of the most diverse places on the planet with more than 300 languages spoken in London. Currently, 40 per cent of Londoners were born outside the UK and 46 per cent of all Londoners identify as Black, Asian, Mixed or Other.¹¹

London is globally competitive on many fronts. It is a dominant professional and business services hub; an inspirational exporter of the creative industries; an influential built-environment leader; Europe's leading city for technology; a world-leading innovator in biotechnology and AI; and one of the world's two global financial centres.

The London Growth Plan identifies priority growth sectors that will be central to delivering our economic ambitions over the next decade. These are:

- financial, professional and business services
- creative industries
- the experience economy
- international education
- frontier innovation
- health and life sciences
- the green economy.

These sectors are highly productive and exportable. They also represent a significant opportunity to generate high-quality and future-facing jobs that will drive productivity, innovation and inclusion across London.





Ladywell SelfBuild Community Space.

Our diverse and innovative economy requires a growing and constantly evolving supply of skills in order to reach its full growth potential.

Growing the skilled workforce in London is key to this.

Challenges

Business needs more and different skills

London needs more technical and specialist skills to restore productivity growth, which has slowed dramatically since the financial crisis.¹² Skills shortages persist, often because demand changes faster than people can train. There is a lack of trainers, and the skills sector can struggle to match salaries offered elsewhere. Investment in skills by employers has also declined.¹³ Apprenticeships enable Londoners to earn while they learn, and help businesses develop their own pipeline of skilled talent, but London has the lowest number of apprenticeships starts per capita in England.¹⁴ Rapid changes in industries, enabled by new technology, often leave skills providers struggling to find tutors with cutting industry needs-edge skills. Curricula for national qualifications lag behind industry needs.

Predicting future skills needs can be increasingly difficult. This is because, as work changes rapidly, so do the skills employers need. Employers face growing gaps – especially in digital, science and technology roles.

AI and other technological changes, happening at lightning pace, will change the world of work and the skills Londoners need to thrive.

Structural labour market challenges

Many Londoners face barriers to good jobs – including poor health, discrimination, and lack of qualifications among them. Deep inequalities persist, with employment rates ranging from 63 per cent to 84 per cent across boroughs. London's overall rate of 75 per cent falls short of the government's 80 per cent target set for 2035.¹⁵

Economic inactivity affects 1.3 million residents, including many who want to work.¹⁶ Young people are particularly affected by unemployment with one in ten aged 18-24 unemployed – higher than anywhere else in the UK. We need to support Londoners with long-term conditions work. We can do this by helping the 6 per cent of Londoners who have no qualifications at all to get essential skills; and supporting groups least well represented in the workforce into employment. This includes women, Londoners from a minoritised background, and disabled and neurodivergent Londoners.

Challenges for Providers

Despite London's well-developed, lively, and sophisticated network of skills, employment and careers providers, declining public investment has weakened the system. Public spending on adult education, apprenticeships, and skills has fallen by a third over the last two decades.¹⁷

This disinvestment from adult skills has had to be absorbed by providers. The uncertainty has created a disincentive to collaborate and innovate. For many learners and employers, the skills, employment, and careers system feels complex and too hard to navigate. The challenge now is to reconfigure and strengthen the skills and employment system to make sure no Londoner is left behind.



Opportunities

For London's economy to achieve its full potential, every Londoner, and every London-based business, must be able to achieve their own potential.

Londoners must be able to access good quality skills, training opportunities, jobs and the chance for progression.

Employers must be able to access the skills they need to grow. This strategy provides an opportunity to grow the skilled workforce. This will allow more Londoners to benefit from London's diverse economy and will enable businesses to access the skills they need to grow. It will also enable public sector employers to address their skills shortages, so that they can effectively support the running and the development of our city - through work such as building more homes, maintaining our transport systems and transforming the health service.

In many areas, London is established as a global leader. We are a services-exporting superpower, competing only with New York City as the financial capital of the world. We are home to the UK's largest professional and business services sector. London is a global leader in the creative industries, life sciences, digital technology and AI, climate tech, the experience economy, and international education.^{18 19}

Technological innovation, and the global transition to net zero, are reshaping many of these sectors, creating new opportunities for growth and employment, and driving demand for new skills at all levels.

The life sciences industry illustrates this potential very well, as 45 per cent of life science-based jobs are non-degree level roles. For every job created in the sector, 2.5 additional jobs are formed in the wider economy through indirect supply chain and induced jobs.²⁰



Electric Vehicle charging maintenance.





Equally, efforts to cut our emissions to net zero will expand our green economy – already worth around £55bn each year.²¹

Accelerating progress toward net zero will also require rapid growth in skills – especially in energy efficiency, electric vehicles, heat pumps, and green construction.

As a global centre for green finance and innovation such as sustainable materials and energy sources, it will generate growth in exports that will create high-value roles.

AI is another example of opportunity for London – it is expected to create new roles while reshaping existing ones. While investment in AI is a huge opportunity for London's economy, we also expect it bring significant change to the type and nature of jobs. AI may simultaneously make it harder for some people to find a route into work by replacing and reshaping some jobs (such as customer service and administrative roles)²² while also new kinds of jobs and higher-value roles in a wide range of industries for those with the right skills.

AI is also having an impact on how training is delivered. Machine learning and virtual classrooms are already creating significant change in how training content is developed and delivered. This will be considered in how we implement the strategy's actions.

However, just as AI and the move towards net zero looks set to shake up our working lives over the next ten years, London's partners from across the skills, employment, and careers system are poised to make sure that every Londoner can benefit from these shifts.



Actions

Action One:

Putting employers at the centre of driving inclusive growth

Our ambition is to establish an employer-led talent system, putting employers in the driving seat when it comes to co-designing provision. This will make it easier for businesses to find the talent they need; and it will make the system more responsive to their needs and to drive inclusive growth.

To achieve this the partnership will:

- ✿ Make London's skills and employment system more responsive to the needs of employers. We will make it easier for employers to influence provision, including FE and HE, so they can access the skills they need when they need them – particularly in sectors likely to grow fast.
- ✿ Create stronger routes for employers and providers to come together to push for change that meets the needs of all sectors, local areas, and Londoners – supporting collaboration on funding over competition.
- ✿ Support employers to access a wider pool of skilled and diverse talent through inclusive recruitment and brokerage support. Develop approaches to increase co-investment in skills and learning from employers, including expanding access to apprenticeships and promoting them as a central mechanism for co-investment between employers and the public sector.
- ✿ Help training providers mitigate the risks of innovating – making it easy for them to respond effectively to the needs of employers, and develop the courses they offer to give Londoners a good chance at a career in one of our growth or foundational sectors.
- ✿ Enable HE to contribute fully to London's skills and growth priorities, by bringing them into closer partnership with employers.
- ✿ Ensure that employers can continue to attract and retain the most talented employees from overseas, so that London remains the most attractive place to work in the world.



Paramedic training, City St Georges.



Why it matters

An employer-led system will strengthen London's economy by linking skills supply more closely to business demand.

This will not only help firms grow – it will also contribute to our city-wide ambition of higher productivity, better wages, improved living standards, and, with the inclusion of public sector employers, stronger public services.

Currently, too many employers struggle to recruit people with the right skills, especially in fast-changing or high-growth sectors. In London, 24 per cent of all hard to fill vacancies are due to skills shortages.²³ At the same time, many Londoners are held back from accessing good work and progression opportunities. By making employers central to shaping the system, we can ensure training is relevant, pathways into work are clearer, and opportunities are more inclusive.

Developing higher-level skills is essential to maintaining London's position as a global centre for innovation, creativity and growth. The capital's leading sectors, including digital, green industries and life sciences, increasingly depend on a highly skilled workforce with degree-level and postgraduate qualifications. We will work closely with employers, HE institutions and sector bodies to ensure that Londoners can access the opportunities, training and support needed to develop these skills.

We will ensure stronger collaboration on curriculum design, placements, and pathways into high-level technical and academic learning. With this work, we aim to align provision with labour market demand, expand access for underrepresented groups, and build a diverse talent pipeline that meets the city's future growth needs.

A system designed with employers also encourages more diverse and dynamic workforces, which are more innovative and productive. In this way, employer leadership is not just making sure employers have the skills they need in the short term – it is essential to achieving London's long-term economic and social ambitions.



The partnership for achieving this:

The GLA will establish and support the Sector Talent Board infrastructure and sector hubs. Their work will be led by employers – both private and public – and their representative organisations. The boards and hubs will add value to existing structures for engaging with employers, particularly those established through the London LSIP.

We will ensure that the work of the boards and hubs respond to the outcomes of the LSIP refresh next year. This is being led by BusinessLDN and the GLA in partnership with the Sub-Regional Partnerships.

We will work with all types of skills providers, HE providers, trade unions, boroughs and voluntary and community organisations.

Working together, we will deliver the skills prioritised by the boards and co-ordinate this provision. This will ensure there are talent pathways in these sectors that reach our most disadvantaged communities. We will work with schools, focusing on inclusion and transition pathways for young people.

We will partner with London & Partners to identify and meet talent needs for prospective London companies and investors.

We will work with national government to add value and align with national initiatives. These include the work of Skills England, pathways through apprenticeships, higher education, the reshaping of the national school curriculum, the establishment of Technical Excellence Colleges, FE workforce training, and sector skills plans related to the Industrial Strategy and migration policy.



Animation programming.

What we will do

Within 12 months we will:

Launch **Sector Talent Boards**, shaped and designed by industry to be representative of their sectors for life sciences, the creative industries, and construction (including green construction), hospitality and health and social care. The boards will identify skills gaps, barriers to recruitment and workforce development, and act to address them. They will help shape adult skills commissioning, starting with the London Talent Pathways programme and the Skills Bootcamps for Londoners programme. They will also support the implementation of new national government initiatives in London and identify how to boost apprenticeships, making the new growth and skills levy work for employers and Londoners.

Develop **six pan-London sector hubs and four sub-regional hubs** to coordinate activity by sector and place, building on existing infrastructure where possible. These hubs will make it easier for employers of different sizes to connect with FE and HE providers to recruit and train their workforce and offer their support. This could occur, for example, offering volunteer industry expertise to upskill tutors, and work experience opportunities for young people via schools.

Explore opportunities to expand the use of Skills Passports, starting with the hospitality sector. Skills Passports are industry-recognised credentials that make it easier for employers to identify people who are ready to work. We will work with industry representatives to understand how existing successful models that are being used in the hospitality sector can be expanded further.

Explore innovative approaches to modular learning and micro-credentials to be introduced alongside **Skills Passports**. These can give Londoners flexible routes to build sector-specific skills and progress without needing to take more of study leave from work.

Support additional quality training routes into professions, including via New City College's **Technical Excellence College (TEC) in Construction** and the launch of the **Mayor's Stewarding Academy** in partnership with the Premier League.

Make it easier for **industry experts to become FE teachers** and develop a 'Train the Trainer' pilot, in which industry experts train FE staff in priority areas such as frontier innovation and green skills.

By 2029 we will:

Use Sector Talent Boards and their hubs to respond to employer skills needs.

This will make it simple for employers to co-design and invest in training, ensuring the London skills system provides the talent needed for growth.

Consider rolling out Skills Passports more widely across growth and foundational sectors,

drawing on industry engagement. We will also explore how Passports could connect to digital platforms and learner record data to support progression and tailored career guidance for Londoners.

Expand the capacity of London's skills providers to deliver technical progression

and develop quality training routes across all the priority sectors in the London Growth Plan. We will invest capital in FE equipment, recruitment and bringing in expertise from industry.

We will work with government to...

...shape and test the implementation of the new Growth and Skills Levy in London through our Sector Talent Boards. This is so it can better support our employers and residents, and increase apprenticeships, particularly in key sectors.

...explore how we can more directly broker provision on behalf of employers and address some of the distinct challenges they face, for example in relation to apprenticeships.

...shape the national approach to Skills Passports by sharing examples of good practice taking place in London.



Case Studies

London South Bank University (LSBU) Group: Green talent pipelines

As part of LSBU Group, London South Bank Technical College is providing Londoners with the skills and qualifications for jobs in priority sectors as well as clear pathways into HE LSBU.

Its Renewable Technologies Training Hub features facilities co-designed, manufactured and installed in partnership with industry leading employers Kensa Heat Pumps and Quantum Renewables. Employer sponsorship is central to the Hub's offer, including a Level 3 Building Services Engineering Technician Apprenticeship – which provides a direct pathway to the related LSBU degree – and the Level 3 Low Carbon Heating Technician Apprenticeship, which provides a technical foundation to one of London's biggest emerging sectors.

Hammersmith and Fulham Pathway Bond

This is a flagship initiative by Hammersmith & Fulham (H&F) Council that connects employers, schools, and youth organisations to create inclusive career pathways. It enables young people, especially those from underrepresented backgrounds, to explore careers in high-growth sectors such as STEMM (Science, Technology, Engineering, Maths, Medicine, Media) through work experience, inspiration events, and apprenticeships.

Aligned with the borough's Upstream London strategy, which has attracted £6bn investment and created over 13,000 jobs in H&F, the Bond exemplifies place-based collaboration. In the 2024-25 academic year, more than 100 employers and 3,000 young people participated in a wide range of Pathway Bond initiatives, helping unlock local talent and promote equitable access to opportunity.



London Design and Technology UTC: Industry-Led provision

The London Design and Technology UTC creates a unique environment where education and business work hand in hand. Through collaborations with leading employers (Amazon, Skanska, Fujitsu), business employees act as teaching assistants; and students are exposed to real-world projects, mentoring, and cutting-edge technologies that prepare them for the demands of modern careers. This business-integrated approach not only enriches the curriculum – it also ensures that learning is directly relevant to industry needs, giving students a competitive edge.

The UTC intake is mainly students who have been excluded from mainstream education. Despite this, many graduates progress into HE, apprenticeships, or employment with top firms, often supported by the very businesses they engaged with during their studies. This model of education demonstrates how schools can successfully bridge the gap between classroom learning and professional success, equipping young people with both the technical skills and the confidence to thrive in the future workforce.

Action Two:

Ensuring Londoners can find the right training and career path for them

Our ambition is to better integrate London's skills, employment, health and careers services so they are coordinated, collaborative, and responsive to the diverse needs of all Londoners. This will not only improve the system for Londoners and ensure nobody is excluded, it will also increase our employment rate and help boost wages, particularly for those most disadvantaged by the current system.

Learning is life-long and does not stop once you have a job. Challenges such as rapid technological change, and tackling the housing crisis and climate change will increase demand for upskilling in work to take on new tasks and reskilling to move into other sectors.

To achieve this we will:

- ✿ Make the system simpler and easier to navigate for Londoners and employers so they can get the right support at the right time
- ✿ Provide support that is more tailored to the needs of individuals – particularly Londoners that have traditionally faced barriers (such as those faced by disabled people and people with long term health conditions).
- ✿ Make it easier for workers to move into better-paid, higher-skilled roles through expert careers advice and guidance and tailored employment support.
- ✿ Build resilience for Londoners to adapt to the opportunities and challenges posed by AI and our net zero ambitions.
- ✿ Offer new routes into growth sectors for a wide range of Londoners.



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

Why it matters

London's employment and skills system is too often fragmented and hard to navigate. Services are siloed and centralised, which makes it difficult for Londoners to access the support they need, especially those out of work or stuck in low-paid, insecure jobs.

Many Londoners face a patchwork of services that cannot address all their needs. Many organisations that provide health services or debt and welfare advice, also face a challenge in connecting people to skills, careers and employment support due to its complicated landscape. This not only harms individual Londoners, it leaves a vast pool of talent untapped and is a missed opportunity.

To boost productivity and wages, and tackle skills shortages, we must address underemployment, support progression to higher-level learning and remove barriers to access work and training, especially for groups disproportionately affected by structural inequalities. Too many economically inactive Londoners have been held back in getting or staying in a job because of a physical and/or mental health condition.²⁴

More than 1.4 million Londoners lack basic English, maths, and digital skills. Provision of English for speakers of other languages (ESOL) is also oversubscribed.²⁵ Disabled people report having to hide their disability to get work.²⁶ A more person-centred, health-aware approach to skills and employment support is vital to closing the disability employment gap and reducing health inequalities.



Park Royal creatives.

London needs a coordinated system that works for employers and is easy for Londoners to use. No matter where someone starts – whether in a GP's surgery, a housing association, or a community organisation – they should be guided quickly to the right help, from careers advice to skills training or job support.

The system should help them find a route into employment that works for them – whether that is via FE or HE, or on the job learning.



The partnership for achieving this

Joining up our skills, employment, health and careers services will need strong partnership working between sub-regional partnerships, boroughs, Jobcentre Plus, health partners including Integrated Care Boards and NHS London, voluntary and community organisations, and the full range of employment and skills providers. The GLA and London Councils have worked with these partners to set out in more detail how we will achieve this in our GLW Plan.

We will also need to work closely with national government on programmes such as Connect to Work and WorkWell, which are nationally designed but locally commissioned and delivered, as well as future programmes and services such as Pathways to Work and the new jobs and careers service. In doing so, we can align and integrate them into current provision.

We will scale up and better co-ordinate our work with employers and their representative organisations, as well as trade unions, to encourage more inclusive recruitment and employment practices. This will mean many more young and economically inactive Londoners can get, keep and progress in a job. We will also work with national government on implementing recommendations from the Keep Britain Working Review.

To help the most disadvantaged Londoners get the skills they need for pathways into good work and education, we will work with all our skills and employment providers, their representative bodies such as London Higher, the Association of Colleges, ERSA, HOLEX and AELP; sub-regional partnerships and boroughs; housing associations; advice services; and voluntary and community organisations.

We will work with national government on key initiatives such as the Lifelong Learning Entitlement which will introduce a new student finance system for higher-level study and facilitate modular study. We will also work with qualification bodies to develop our skills offer.



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



What we will do

In the first 12 months the partnership will:

Implement the GLW Plan to better integrate London's skills, employment, careers and health services. This will mean they are coordinated, collaborative and responsive to the needs of employers and Londoners, including disabled Londoners and those with long term health conditions.

Test and evaluate different approaches to co-locating and integrating jobs, skills, careers and health services through our five Get Britain Working Trailblazers and learning from other programmes and approaches, such as WorkWell partnerships.

Explore integrating jobs and skills services into the pilots for the emerging Neighbourhood Health Service model in London.

Trial a 'youth offer' to pilot the government's Youth Guarantee, to improve young Londoners' access to consistent, timely and appropriate support into education, employment or training. This will include an online resource to support young people and youth practitioners to navigate the youth offer and benefit from it.

Explore coordination models that are already working well to **strengthen how ESOL services are organised across London**. Pilot innovative delivery methods for ESOL that support people to thrive in life and provide clearer routes into work.

Expand the offer for free training in digital skills to GCSE level, so Londoners can progress beyond foundation courses, alongside English and maths.

Invest £1.5m in AI and AI-related training through the Skills Bootcamps for Londoners programme.



By 2029 the partnership will...

Create **practical tools and share best practice** to bring different services together, from across London, into one place. This will make it easier for people to get support to move into learning and work, alongside help with their health and wellbeing or social welfare needs. We will try out new ways of working, learn from what works best, and use that learning to improve how services are joined up in the future.

Work closely with the **new Neighbourhood Health Service** model to co-commission services to deliver joint employment and health outcomes for Londoners.

Roll out the youth offer across London and deliver digital provision, starting with young Londoners. Embed AI tools to support careers service delivery.

Develop a teaching framework for ESOL, with clear, accessible pathways through the system by aligning bridging courses, informal learning, and accredited provision. Work with the Sector Talent Boards to develop contextual ESOL courses for key sectors – e.g. ESOL for hospitality; health and social care and construction.

Further **strengthen progression to HE** by those least likely to progress to university through the support of Regional Access Partnerships. These are intended to bring together HE providers in the region to improve equality of opportunity.²⁷ This will be done in partnership with higher education providers and London HE and FE Colleges, Linking London, Aim Higher, and the Office for Students.

Broaden digital training to include AI skills. These will boost participants' employment prospects and prepare Londoners to use AI tools in their everyday life. This will involve working with the Department for Education, Skills England, and the qualification bodies.

Integrate AI and related skills into our sector-specific training programmes, equipping learners to build resilience and adapt to changes within priority sectors.



We will work with government to...

...shape and implement London's Jobs and Careers Service, including test place-based pilots of the new service. This will ensure it connects seamlessly with health, housing and local brokerage services and supports disadvantaged groups into training and good work.

...ensure the Lifelong Learning Entitlement helps Londoners progress into higher-level learning, with flexible and modular routes that meet the needs of adults in low-paid or insecure work.

...ensure national reforms and new programmes are effective in London's unique employment and skills landscape. We will explore how regional autonomy can provide an even more joined up offer for Londoners.



East Bank, LLC.

Case Studies

West London Alliance Employment Support Triage Service

In May 2025, the West London Alliance (WLA) launched a new, integrated employment support triage service as part of their devolved delivery of Connect to Work. Delivered by their commissioning partner, Shaw Trust, the triage service ensures that every expression of interest for all WLA-commissioned employment support programmes is carefully assessed – matching individuals to the most appropriate support based on their needs, not just eligibility. This streamlined offer spans several key programmes: Connect to Work, WorkWell, MSK Trailblazer, Individual Placement Support (IPS) for drug and alcohol addiction, and IPS for mental health recovery.

Since its launch, the triage team has handled over 8,000 referrals from Jobcentre Plus, voluntary and community sector organisations, Citizens Advice, the NHS, and self-referrals – already demonstrating strong early impact and reach.

Borough Employment Support Services

London boroughs play a key role in the city's employment and skills offer through their employment and skills brokerages including adult community education services. These services offer an array of employment and skills support to local residents, whilst promoting good quality working practices for local businesses and responding to complex skills shortages in the capital. London boroughs can often reach deep into communities through a variety of routes such as tenancies, schools and community activities, making sure opportunities are offered to a diverse range of Londoners.

In 2024-25, 31 out of 33 London boroughs provided a local employment service, collectively supporting just over 45,200 Londoners. In that year, boroughs collectively invested just over £51.6m into their employment services – following a multi-year trend of increased investment in response to the financial strain experienced by residents under the cost-of-living crisis.



WorkSkills Kingston

WorkSkills Kingston (WSK) equips Londoners with essential employability skills that meet the evolving needs of employers and aligns with the South London LSIP. Its community digital badging platform makes learning visible to employers, with over 1,050 badges issued, creating stackable pathways.

One such pathway is WSK's Launchpad: TechStart programme that provides Londoners with 30 hours of expert-led activities, eight hours of personalised career coaching, and access to a curated learning library on AI, digital marketing and cloud computing. Learners gain insights from industry-leading content on tech career pathways, honed job application strategies, and attend an in-person work exposure workshop, marking a significant step in their tech career advancement. WSK shows that recognising past experience and transferable skills is key to building an inclusive workforce. This means individuals can showcase their skills and capabilities to employers through endorsed, industry-recognised digital badges. Local and national partners include Kingston College, Kingston Chamber of Commerce, JobCentre Plus, and Open University.

Skills for Londoners Community Outreach Programme – Learn English at Home (LEAH)

LEAH is a charity supporting refugees, asylum seekers and migrants furthest away from learning and unable to access college to learn English. They do this through informal English lessons delivered by trained volunteers. Through the Mayor's Community Outreach Programme, which funds community organisations to connect Londoners to adult education and employment support opportunities, LEAH has widened their learning offer across London.

LEAH has helped learners like Sanryo who arrived from Brazil four years ago Sanryo had previously faced barriers to accessing courses, but LEAH's support enabled him to have conversations in English and confidence to progress to an accredited course.

Action Three:

Tackling the barriers to retaining talent

Our ambition is to ensure that London is the most attractive place in the world for talent, regardless of background. But the barriers that stop people from entering and staying in good work are much wider than our approach to employment and skills.

Caring responsibilities, high childcare costs, transport poverty and insecure housing all represent major obstacles to our potential workforce. Without changes to national policies or funding, there is limited action that our partnership in London can take. However, where we have acted to support and retain London's talent, we will continue to do so. From keeping down transport costs and accelerating housing delivery, to improving working conditions for Londoners – these are all important factors in increasing our employment, progression and retention rates and supporting individuals to thrive.

To achieve this the partnership will:

- ✿ Make work and training part of neighbourhood identity and provision – enabling growth across the whole of London as envisaged by the London Growth Plan.
- ✿ Take concerted action to accelerate delivery of all types of housing so a growing workforce is more likely to find homes they can afford.
- ✿ Continue to do all we can to keep public transport fares as low as possible.
- ✿ Support more parents to work the hours they want through a renewed focus on affordable and accessible childcare.
- ✿ Continue efforts to promote good employment practices in London, building on the track record of success with the London Living Wage and Good Work Standard.
- ✿ Help Londoners to understand and enforce their employment rights.
- ✿ Encourage and support employers to recruit from a wider pool, building and retaining a more resilient workforce.



Why it matters

We will work not just to retain London's position as a talent champion, but to extend it. Our evidence base is clear that access to affordable and good quality housing, childcare and transport are fundamental to enabling Londoners to benefit from the skills and employment opportunities on offer in London, supporting the attraction and retention of talent in our city. For example, evidence shows insecure housing tenure makes it harder to access and stay in work or training.

We also know that too many of London's workers are trapped in low paid, insecure, precarious or exploitative work. Addressing this is key to ensuring the economy works for everyone. Currently, 14 per cent of employee jobs are paid below the London Living Wage (rising to 48 per cent in the accommodation and food sector)²⁸ and 17 per cent of workers on insecure or irregular contracts. Gaps in workers' access to fair pay and good work are driven by systematic inequalities that mirror broader disparities in employment.

Disabled people, women, migrants, and Black and Asian Londoners continue to face persistent barriers to good work – with employment gaps of around 10 per cent for women, 15 per cent by ethnicity, and over 20 per cent by disability.²⁹ These statistics reflect structural inequalities in access to opportunity.

Partners recognise the need to make sure recruitment practices prioritise candidate's actual capabilities and potential to perform a job, rather than their traditional qualifications.



Apprentice at Harrow, Richmond and Uxbridge College STEM centre.

The partnership for achieving this

The GLA, London Councils, boroughs and sub-regional partnerships will consider how our collective strategic planning can support widening Londoners access to more affordable transport, housing and childcare and create links to the London Missions focused on these.

We will work with Opportunity London, London & Partners and London Higher to promote London's education and other considerable assets to continue to attract international talent to our city.

To support fair pay and good working conditions, we will work closely with employers and trade unions, civil society organisations and build on good practice among boroughs and sub-regional partnerships. We will align our work with the government's new Fair Work Agency.

Hospitality learning.



What we will do

In the first 12 months we will:

Maximise opportunities to promote and champion London's skills and employment assets, particularly in relation to growth sectors. This includes work that is part of Mayoral, City of London Corporation and Opportunity London trade visits and delegations.

Advance key priorities from the London Growth Plan to ensure polycentric growth in neighbourhoods across London is well connected through strong, affordable transport links, so that more Londoners can benefit from access to work.

Ensure that access to affordable housing and childcare are considered when major building or transport projects are planned in London. The Mayor's London Affordable Homes Programme 2021-26 and the new Social and Affordable Homes Programme 2026-36 will continue to ensure more affordable homes are being built across London.

Explore ways to **strengthen support for in-work progression**, particularly to help those in low-paid or insecure work move into better paid careers and support development and retention of talent.

Explore initiatives to **strengthen awareness of employment rights and access to support.**

Promote inclusive employment practices. Share good practice via the Good Work Standard and the London Anchor Institutions' Network, including to employers in key growth and foundational sectors. This will help them to support attract and retain Londoners from under represented groups into good jobs; and share best practices to reduce pay gaps, create more part time and flexible jobs and support culture change.

Expand the offer for free training in digital skills to GCSE level, so Londoners can progress beyond foundation courses, alongside English and maths.



By 2029, we will...

Increase the provision of new and affordable homes across to London, working closely with developers to build better infrastructure (including childcare) and supporting the aims of the London Housing Mission.

Seek public and private sector funding to deliver **key investments in transport infrastructure, focusing on the DLR extension to Thamesmead Waterfront, the Bakerloo Line upgrade and extension, the West London Orbital and the introduction of frequent metro services on more suburban rail lines.** This will unlock growth, deliver new homes and connect isolated communities to London's labour market.

Work with the Sector Talent Board for construction and train enough Londoners with **skills needed to scale up housing construction** across the capital, engaging the **London Housing Mission Board** as this work progresses.

Ensure that access to affordable housing and childcare are considered in every major regeneration and infrastructure project; and that their importance is highlighted in the refresh of the London Infrastructure Framework. This is a priority of the London Growth Mission.

Improve the provision of advice on childcare entitlements, working with social welfare advice providers and supporting the integration of services in Family Hubs and children's centres in London boroughs, through the work of the Opportunity Mission.

Build on and expand on best practice on wraparound support for learners offered by skills providers so more learners can benefit.

Promote inclusive employment by

- continually promoting good employment practices in London building on the success of the **Good Work Standard.**
- working with employers to design and ring fence opportunities in early career schemes, such as work experience and apprenticeships, for specific cohorts such as young people with special education needs and disabilities (SEND), care leavers to level the playing field.
- considering how we can work with smaller employers to promote inclusive employment and provide support as part of London's Business Support Strategy, a priority for the London Growth Mission.
- identifying how we can improve and collaborate on our collective procurement practices to drive social value and create good jobs skills and work experience across London government (the GLA and London boroughs) and London's anchor institutions.



We will work with government to...

...deliver on our shared commitment to accelerate the delivery of new homes across London, including by working collaboratively to implement key initiatives such as the Social and Affordable Homes Programme and the government's ambitions for new towns in London, as well as exploring shorter-term measures to boost housebuilding.

...make the best use of levers and government interventions to improve access to childcare, including exploring how childcare support can be planned and funded alongside other learner support services.

...continue to invest in London's transport infrastructure, including continuing to electrify London's buses and support the roll out of electric vehicle charging infrastructure across the capital.

...support the implementation of the Employment Rights Act and the launch of the new Fair Work Agency, helping to ensure that the agency's operations meet the needs of London's labour market and that workers experiencing rights violations can be supported.

...ensure London remains a welcoming place for international talent, particularly for priority growth sectors, building on London's strength in attracting top talent and investment.



Mechanics students with Mayor Sadiq Khan.



Case Studies

London Union Learn Programme: Unite the Union Migrant Workers Education Programme

In partnership with the Trades Union Congress and affiliated trade unions, the London Union Learning Programme is helping workers learn new skills and grow their career prospects, including security guards and Londoners working in hospitality roles. For example, Unite the Union's Migrant Workers Education Programme is supporting upskilling for migrant Londoners with English as a second language, many of whom are in low paid and insecure work. The programme runs on Saturdays and helps attendees to improve their English language skills and access other funded courses including essential digital skills. It also offers workshops including skills audits and C.V./interview skills.

Improving Employment Conditions in Islington

Islington Council is pioneering a place-based approach to tackling poor working conditions and promoting fair employment in the borough. In partnership with Capabilities in Academic Policy Engagement and academic experts, last year the council identified seven key work-based harms impacting Islington residents – such as low pay, insecure contracts, and workplace discrimination – and is using its local powers to address them. Key policy levers include embedding fair work standards into procurement processes, ensuring suppliers uphold decent employment practices, as well as investing in employment rights advice services, supporting vulnerable workers through outreach and legal guidance. Through “community unionism,” Islington is actively facilitating partnerships between trade unions, voluntary sector organisations, and frontline services to boost union membership and awareness.

The multi-organisational collaboration ensures that employment support in the borough is integrated across housing, public health, and community wealth building strategies. This evidence-led, locally grounded model offers a localised blueprint for London to promote secure, dignified work and reduce inequality for Londoners.

Impact

Making an impact:

how we will monitor the ITS

The Inclusive Talent Strategy and Get London Working initiatives provide a strategic opportunity to address London's workforce challenges by uniting key stakeholders, policymakers, educators, employers, and community groups.

Many of the actions set out in the strategy and plan support the London Growth Plan's ambitions – in particular they aim to support the following targets:

-  Increase London's employment rate to 80 per cent: achieving an 80 per cent employment rate amongst working-age adults is a long-term ambition, shared with the UK government. In London, it would strengthen the economy, reduce inequality, and unlock opportunities for under represented groups. Moreover, it would support inclusive growth, boost public finances, and help businesses meet skills demands, positioning London as a globally competitive and resilient city.
-  For the lowest-earning 20 per cent of Londoners, raise the real household weekly income (after housing costs) by 20 per cent by 2035: it 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 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 the ambitions for employment and income growth set out in the introduction, the GLA and London Councils will monitor the following (see the executive summary of the evidence base for definitions and an explanation of what is covered in each of these categories):

-  economic outcomes for learners (including those funded by the adult skills fund)
-  diversity of growth sectors workforce
-  Londoners earning below the London Living Wage
-  Londoners progressing to higher levels of learning
-  Londoners aged 16-64 with Level 3+ qualifications
-  skills shortage vacancies
-  number and completion rate of apprenticeships across priority sectors

Where possible we will monitor these metrics by London borough and demographic characteristics. We will also explore whether we can monitor skills shortages in more dynamic and timely ways from employers.

We will undertake independent evaluation of key programmes to deliver this strategy, sharing data and learnings with national government to explore further devolution and also to inform both policy and practice, linked to public service reform.



Getting involved

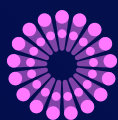
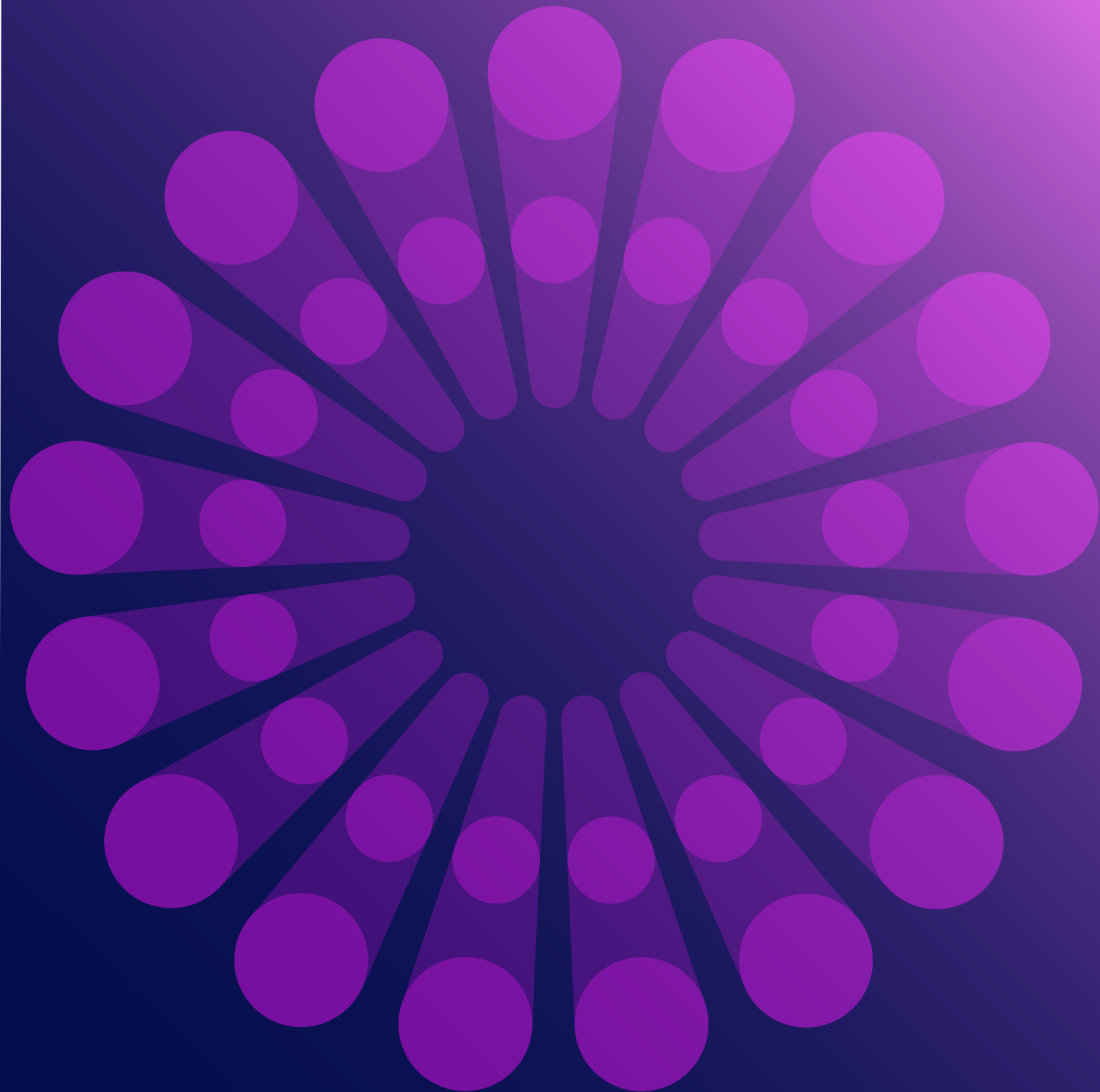
Partnership working is key to the success of this strategy.

There are many ways to get involved as a partner, employer or Londoner. Head to london.gov.uk/inclusivetalentstrategy for more information or please contact us with any ideas or questions:
InclusiveTalentStrategy@london.gov.uk

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LONDON
GROWTH PLAN

MAYOR OF LONDON

LONDON
COUNCILS



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

Dame Caroline Clarke – Regional Director for the NHS in London

Professor Kevin Fenton CBE, PrFPH FRCP PhD – Regional Director, Office for Health Improvement and Disparities (London); Regional Director of Public Health NHS London; Statutory Health Advisor to the Mayor of London, GLA and London Assembly

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.



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.

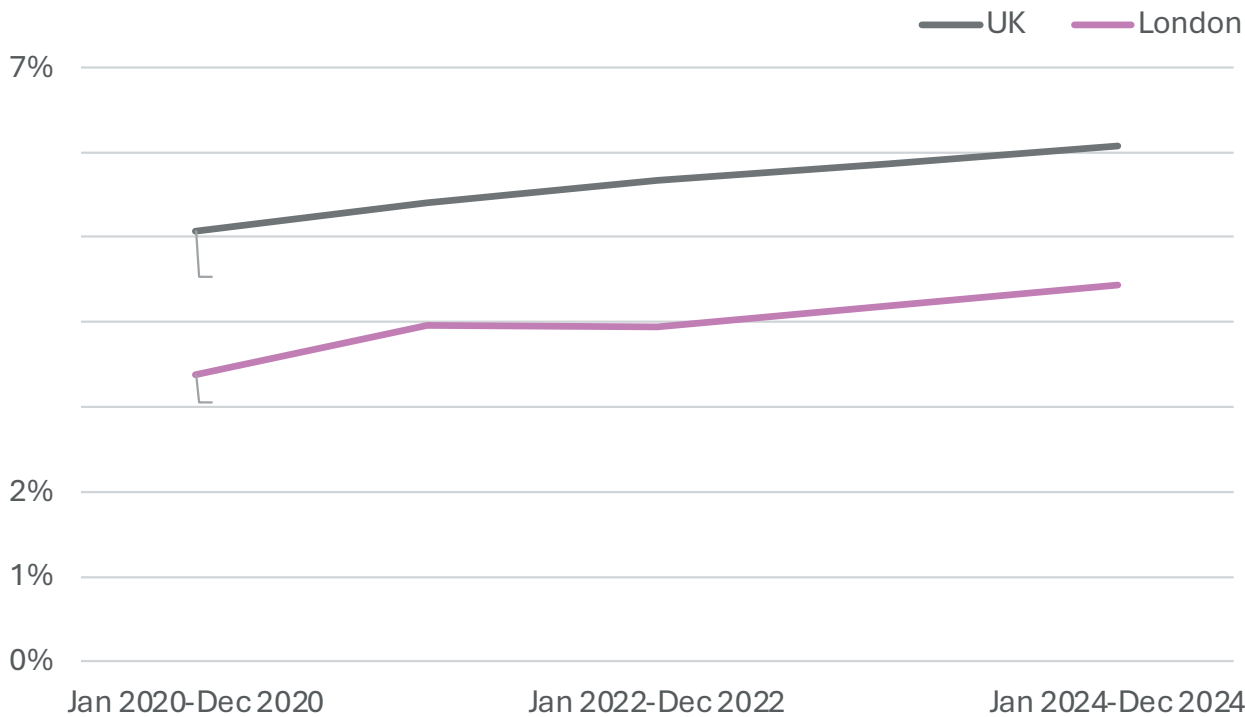
– **Access to flexible and quality work:** a lack of flexible, secure, and well-paid job opportunities prevents many Londoners from finding employment that aligns with their personal circumstances and aspirations.

• 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).



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.

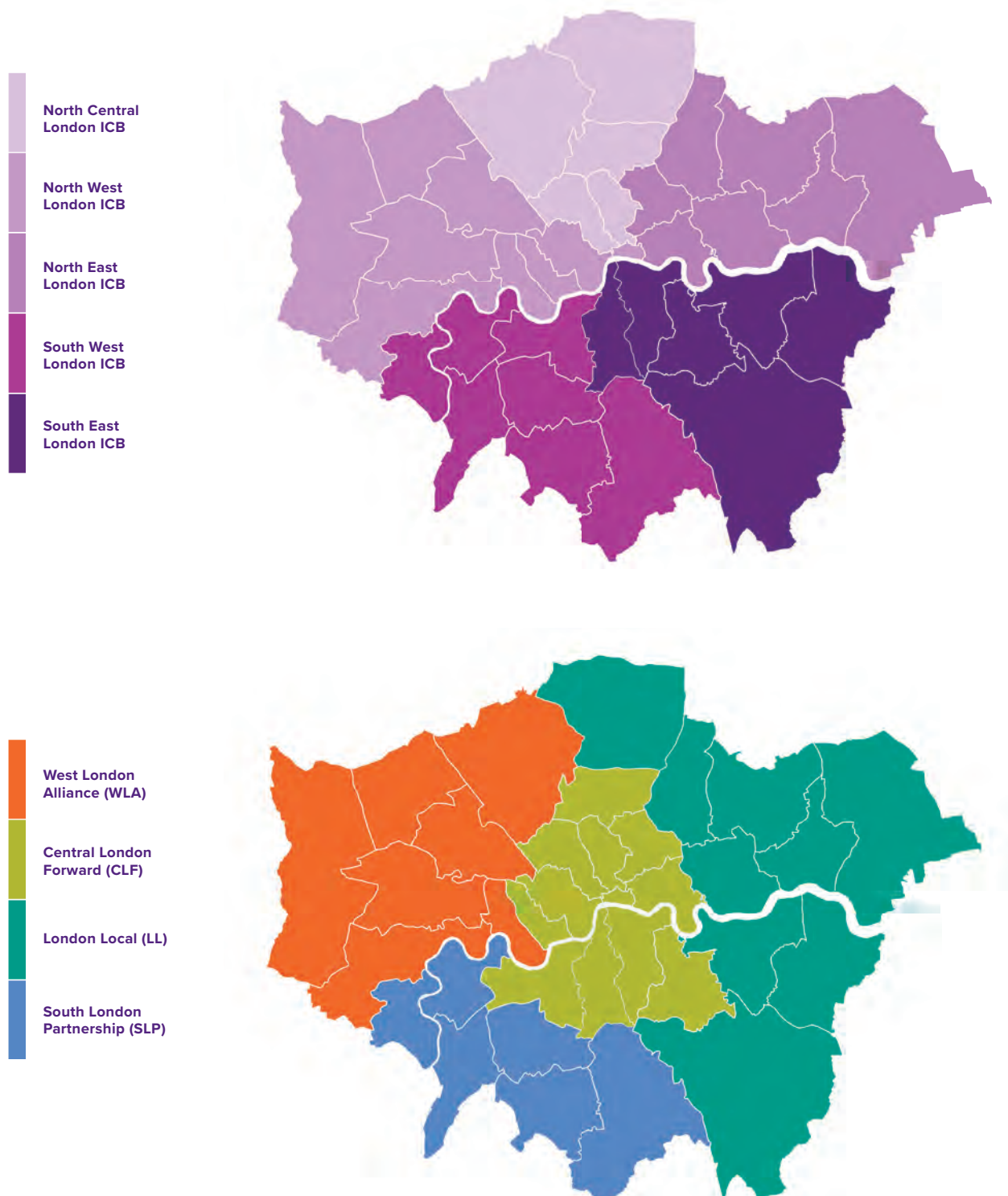
D: Integrated Care Systems (North Central London, North West London – which are soon to combine to become the country's largest; South East London, South West London, and North East London), each bring boroughs together to plan and deliver health and care services. These footprints do not align with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



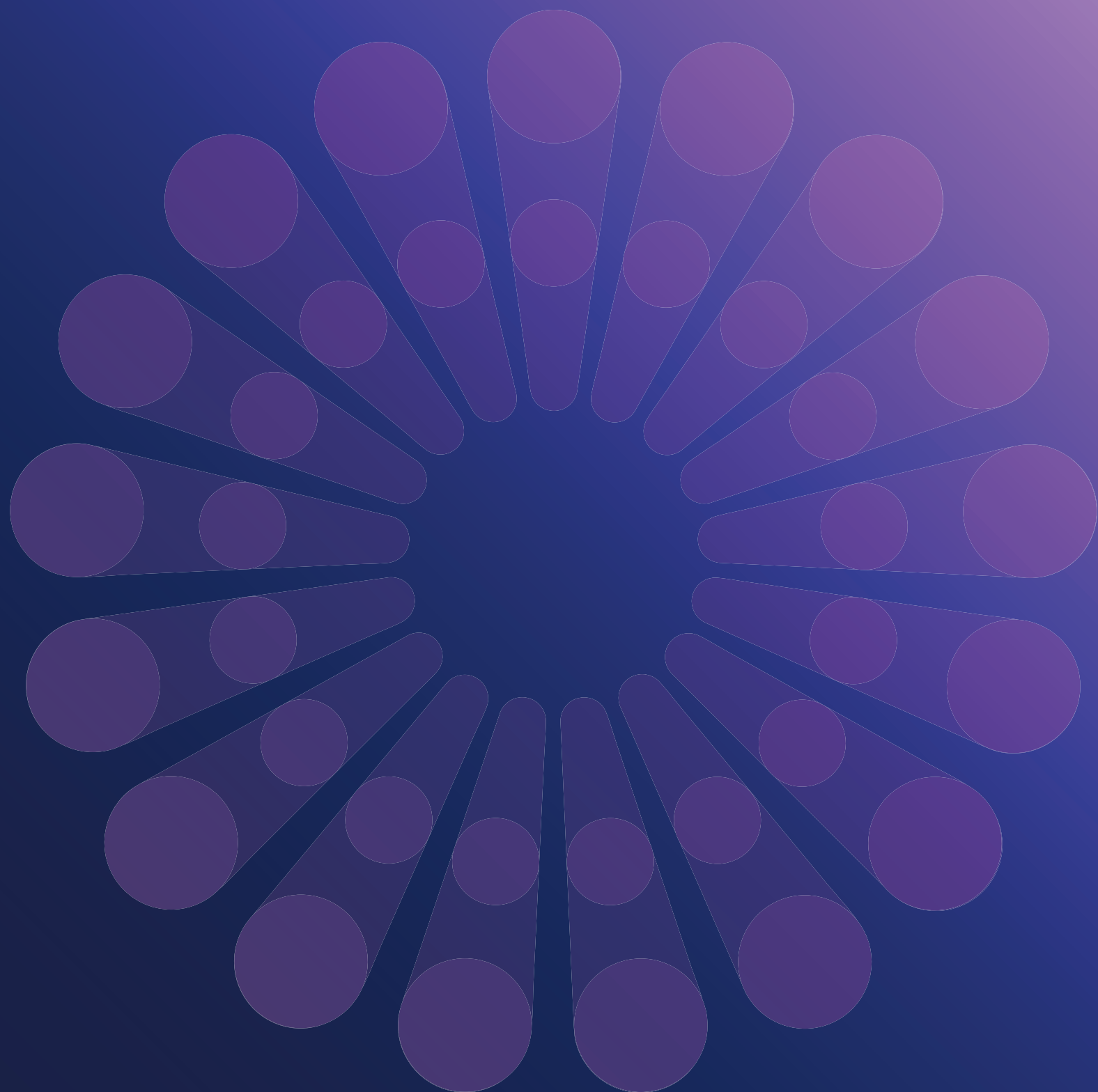
Conclusion

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.

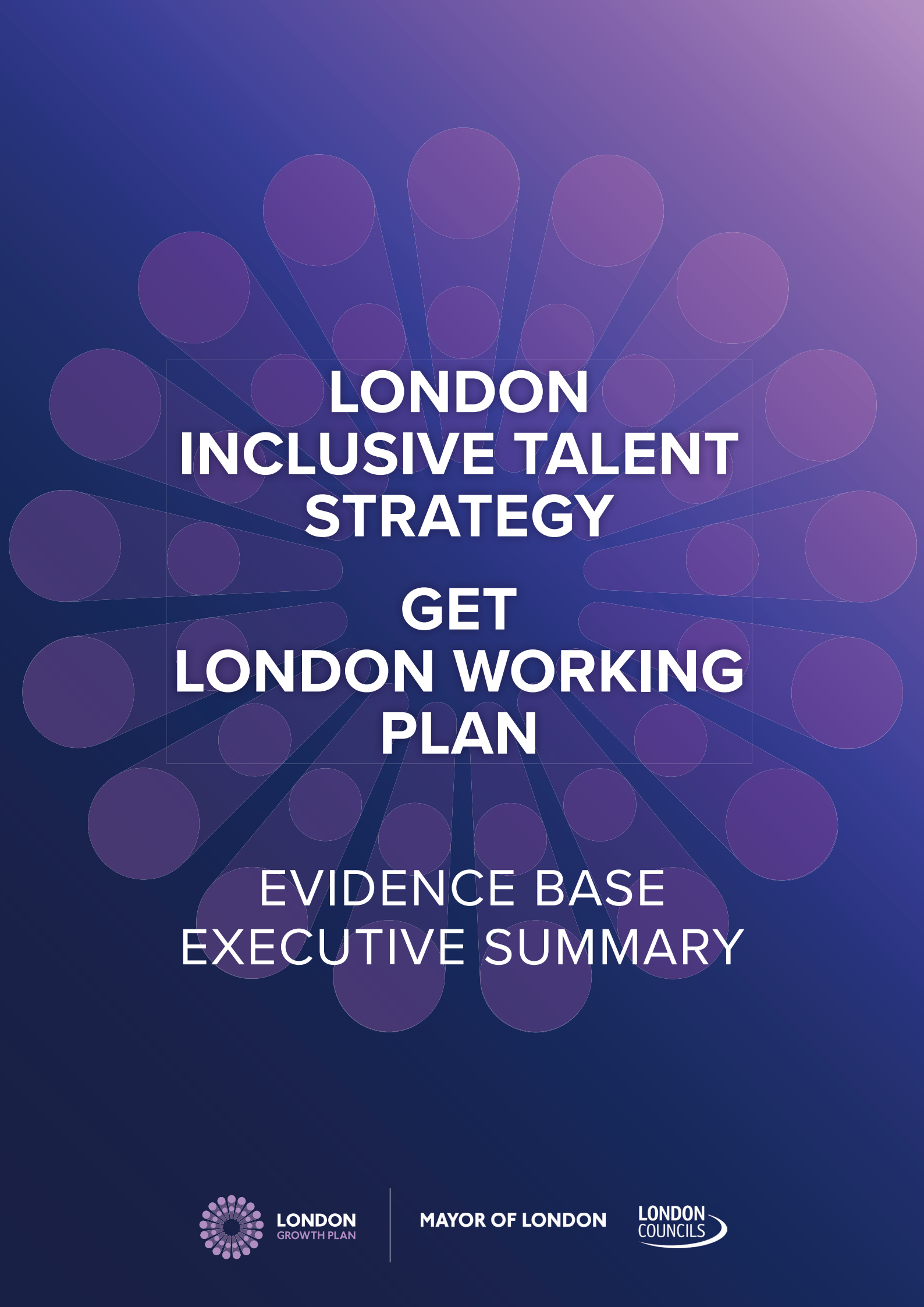
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2. [Guidance for developing local Get Britain Working plans, UK Government, 2025](#)
3. Groups of boroughs working together via a single organisation that promotes the shared ambitions of each sub-region. In London, these are Central London Forward, 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
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MAYOR OF LONDON

**LONDON
COUNCILS**



LONDON INCLUSIVE TALENT STRATEGY

GET LONDON WORKING PLAN

EVIDENCE BASE EXECUTIVE SUMMARY



LONDON
GROWTH PLAN

MAYOR OF LONDON



The Greater London Authority (GLA), in collaboration with London Councils, has developed a comprehensive evidence base to underpin the Inclusive Talent Strategy (ITS) and Get London Working (GLW) Plan.

This document summarises the comprehensive review of London's labour market, skills landscape and the structural barriers that prevent many Londoners from accessing good work. It also sets out a vision for inclusive growth, fair employment and strategic monitoring, to ensure progress is both measurable and meaningful. The full evidence base can be accessed via the [London Datastore](#).

In addition to the evidence base, several forms of engagement took place to support the creation of the ITS including a formal consultation, industry engagement and a Talk London campaign. The summary of this engagement is available [here](#).

1. London's population and labour market

This section provides background on London's labour market, shaped by a growing, relatively youthful and ethnically diverse population. Key issues explored include population trends, local authority-level disparities, inequalities by gender, ethnicity, disability, and education, as well as unemployment, economic inactivity, young people not in education, employment or training (NEET), and internal / international migration patterns.

London's population

London's population reached 8.9 million in mid-2023, with nearly 70% of residents of working age.¹ The city remains younger and more ethnically diverse than the national average.

However, the population is changing. In 2019, there were 1.84 million people aged 0 to 16 in London, and by 2030 this number is expected to decline to 1.64 million. The reduction in school-age children in London

is putting pressure on schools as their funding declines and some are closing. Research produced by London Councils in 2025 predicts a decrease of 3.6% in reception pupil numbers in London over the next four years.² In addition, London's population is steadily ageing, reflected in its rising median age and growing share of residents aged 60 and above, expected to increase significantly by 2050.³

Internal and international migration

London's population and labour market are influenced by the movement of people in and out of the capital. Its population continues to grow; factors behind this change include internal and international migration.

In December 2024, two million employments in London were held by non-UK nationals, this is equivalent to 42% of all employments.⁴ Since Brexit and the end of free movement there has been a decline in the number of EU nationals in the London labour market (-6% between December 2020 and December 2024) and an increase in non-EU nationals (+55% between December 2020 and December 2024).



London’s higher education sector is world-renowned, and London therefore benefits from a large number of international students. Each year over 200,000 international students are educated in London.⁵ However, national policy changes could cause a reduction in these figures in future years.

International migration is a significant reason why London’s population remains younger than other regions of the UK.

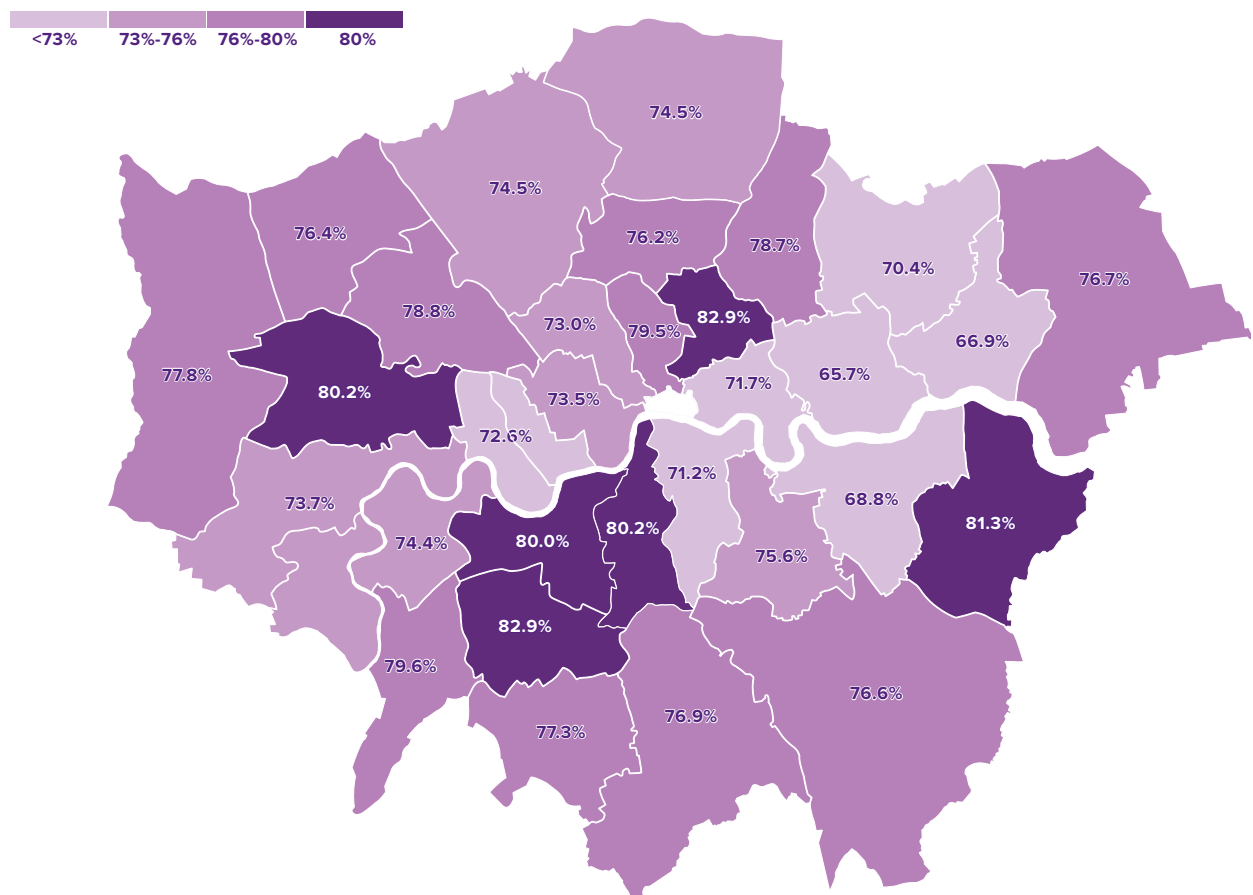
Economic activity

The number of Londoners in employment was 4.9 million in June 2025.⁶ The overall employment rate in London stood at 75% – slightly below the UK average of 75.3%,

and short of the government’s 80% target.⁷ Achieving this target requires an additional 327,000 Londoners to be in work, all else constant.

London is a diverse region made up of 33 local authorities – each with their own unique labour market pictures. Between April 2024 and March 2025, six local authorities had employment rates above the government’s 80% employment rate target (see Figure 1). The highest rates of employment are seen in Hackney (82.9%) and Merton (82.9%). In contrast, Kensington and Chelsea (61%), Newham (65.7%), and Barking and Dagenham (66.9%) have the lowest employment rates.

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

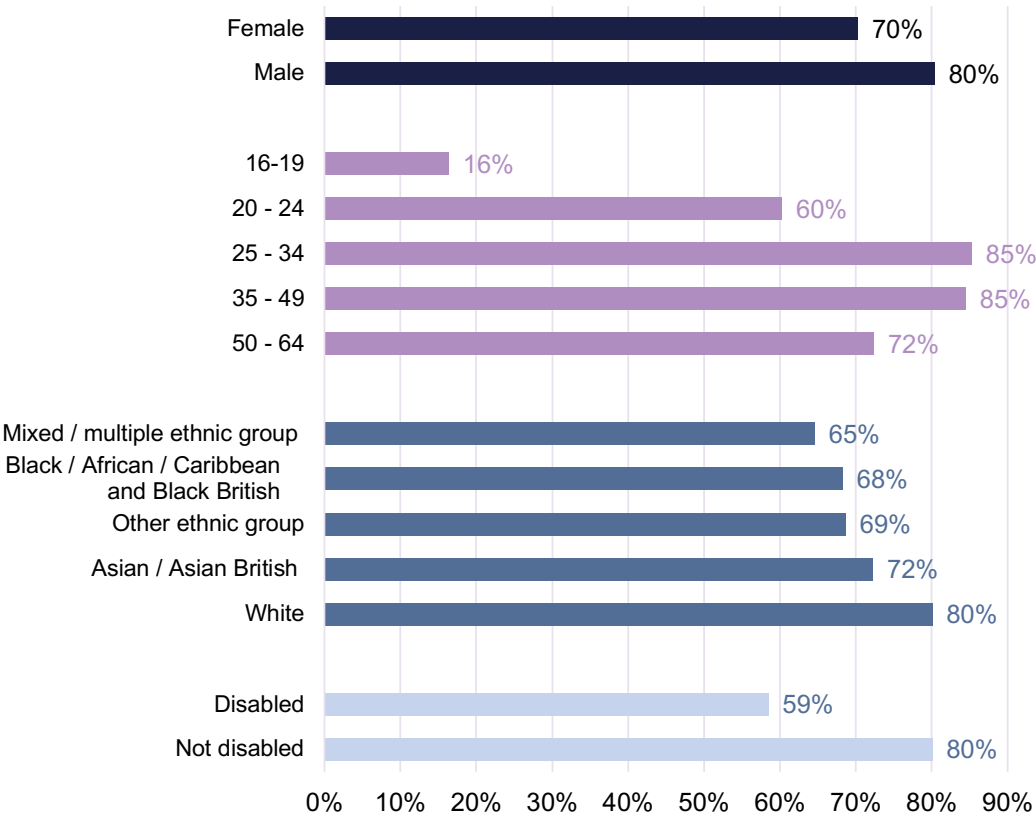


Geographical variation is not the sole form of disparity observed across London (see Figure 2). Women in London are 10 percentage points less likely to be employed than men. The employment rate for disabled Londoners is just 59%, compared to 80% for those without disabilities. Inequalities by ethnicity are also pronounced: White Londoners have the highest employment rate at 80.1%, while those from mixed ethnic backgrounds have the lowest employment rate at 64.6%. There are clear differences in employment rate by age. Londoners aged under 24 have low levels of employment, likely due to the large share of Londoners accessing further and higher education opportunities.

The Institute of Health Equity report on structural racism and health inequalities in London found that despite having positive educational outcomes and higher rates of educational attainment on average than White students, many ethnic minority groups in London experience lower rates of employment than White people. This is due, at least in part, to the impacts of racism and discriminatory hiring practices.⁸

If employment rates were the same across all ethnic groups, an estimated 290,000 more racially minoritised Londoners would be employed.⁹ This would create a 6% increase in London’s total workforce, and would translate to £17.4bn in higher salaries for racially minoritised groups.

Figure 2: Employment rate (16-64) by demographic group, April 2024 – March 2025



Source: ONS, Annual Population Survey, April 2024 – March 2025.



Unemployment remains a pressing issue. As of June 2025, London had the highest regional unemployment rate in the UK at 6%,¹⁰ with borough-level rates ranging from 3% in Merton to 10.2% in Barking and Dagenham.¹¹ It is also important to consider how intersectionality can lead to further inequalities. For example, Bangladeshi and Pakistani women in London have significantly higher unemployment rates than White women or Bangladeshi and Pakistani men.¹²

Rates of economic inactivity peaked in London in September 2023, and have since been on a downward trajectory. However, 1.3 million Londoners are economically inactive, with 263,800 expressing a desire to work but facing barriers such as long-term health conditions, caring responsibilities, or lack of access to flexible work¹³. These barriers are explored in section 3 of this executive summary.

Another component of economic inactivity is young people who are NEET. The share of 16-24 year olds who are NEET in London stood at 15.2%, which is the highest of all English regions.¹⁴

2. London's skills landscape

This section of the evidence base discusses key themes in London's skills and labour market landscape. This includes high levels of educational attainment, but with persistent disparities in access to learning opportunities for some. It highlights the role of adult education in workforce development, rising demand for skills amid technological change and the growing economic potential of the city's transition to net zero.

Education and labour supply

The skills landscape in London is both promising and uneven. London sends a high share of young people to university. It benefits from many young people moving to the city to study or develop their careers. In 2024, over 62% of working-age Londoners hold a Level 4+ qualification (equivalent to lower levels of higher education), compared to 47% across England.¹⁵

However, 1.4 million Londoners have essential skills needs in literacy, numeracy or digital proficiency. This impacts their ability to engage in work but also the way they are able to live their lives.¹⁶ Apprenticeship uptake remains low, with just 6.1 starts per 1,000 population – the lowest of all English regions. Encouragingly, 56% of apprentices in London are women; and 50% are from Black, Asian, or minority ethnic backgrounds.¹⁷

Adult education plays a vital role in workforce development, yet funding has declined. National public spending on adult education, apprenticeships and skills fell from £6.3bn in financial year (FY) 2003-04 to £4.3bn in 2023-24 (2024-25 prices).¹⁸ Despite this, the GLA's Adult Skills Fund supported 233,820 learners in 2023/24 academic year (AY), with 81% either employed or pursuing further learning after their course. Skills Bootcamps also show promise, with 3,970 Londoners supported in 2023/24 FT; and 33% of participants securing job outcomes within six months of their course.

The Further Education (FE) sector is a core part of supporting businesses to find the right skills; and to help Londoners upskill, enter the workforce, or improve their health and wellbeing. However, the sector faces several challenges – including workforce recruitment, retention and keeping pace



with employer's skills needs. FE pay remains below other education levels. In several of the subject areas where London has a high vacancy rate there is a pay premium associated with working in industry compared to FE teaching, including in Construction and Electronics.¹⁹

Skills demand

An important part of education and skills provision is responding to the needs of businesses to support growth, close skills gaps and boost productivity. Skills demand remains high in London, with rising job vacancies and persistent gaps in workforce proficiency. This is especially the case with AI-driven changes in London's knowledge-based economy. When analysed over time, trends in job postings can reveal shifts in economic activity, the rise of new industries; and the impact of technological change on workforce requirements.

Job posting estimates suggest there were around 123,000 unique online postings for jobs in July 2025 (single-month estimate). This was a rise of around 16,000 postings compared to the 106,000 observed in July 2024.²⁰ This suggests that whilst during 2024 the labour market was tightening there were signs of improvement in the first half of 2025. Between August 2024 and July 2025, the most commonly recruited occupations in London were: programmers and software developers; after sales related occupations and teaching assistantsⁱ.

These occupations showcase the variety of employment opportunities in London. However, London has a strong competitive advantage in professional and scientific services, which accounted for 15% of workforce jobs in the capital in March 2025.²¹ The city also specialises in information and communication (9% of jobs), and finance

and insurance (7% of jobs). In 2024, London employers experienced a notable easing in skills shortages compared to 2022; total vacancies fell from 289,000 to 194,100 and hard-to-fill roles dropped sharply from 140,300 to 52,200.²² Skills-shortage vacancies also declined, as their share of total vacancies fell from 32% to 24%, suggesting improved recruitment conditions.

However, London's vacancy rate remains higher than other regions. Around half of employers surveyed as part of the ITS process still report challenges in hiring people with the right skills.²³ While most new hires are only 'somewhat' prepared, key skills in demand include specialist knowledge, basic IT skills, and creative thinking. It is not just new staff who have gaps in the skills or knowledge. Skills gaps among existing staff rose in the last two years, and training rates remained flat, with a £1bn reduction in the amount employers in London are investing in training between 2022 and 2024 – highlighting a persistent need for greater investment in workforce development to support productivity.²⁴

The GLA engaged with over 150 businesses throughout the ITS process. During this engagement it became clear that many find the skills and employment system challenging to navigate. During the GLA's formal consultation employers commonly reported a need for job-readiness training. They urged rapid curriculum updates to account for new technologies and streamlined processes for providing placements, particularly in SMEs.²⁵

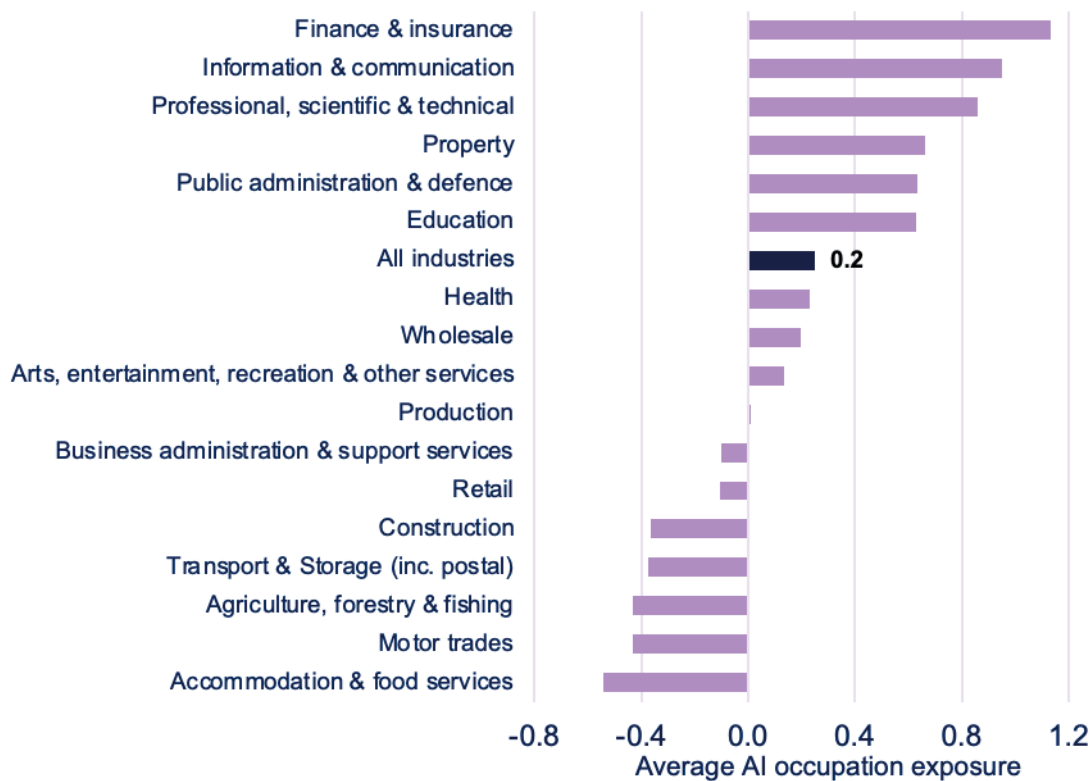
i There are several caveats to be aware of with this data source. For more information, see: GLA Economics (2022), [Understanding online job postings data](#).

Labour market shifts

Labour market shifts are being shaped by technological change, climate resilience and the transition to net zero. There is limited official data on the uptake on AI across the UK and London. However, evidence from the ONS states that in 2023, 9% of firms were using AI and this was expected to grow to 22% in 2024.²⁶

It has become evident that AI is changing the nature of work. London will be particularly impacted because of its large knowledge-based, services sector workforce, which are highly exposed to AI (see Figure 3).

Figure 3: Exposure to AI by industry



Source:
Department for Education, Impact of AI on UK jobs and training, 2023.

Note:
Industry estimate of exposure to AI is constructed by taking a weighted average of the AI Occupational Exposure (AIOE) scores across occupations within an industry. This provides an average AIOE score for each industry.



Alongside technological shifts, climate change and the transition to net zero will impact Londoners. The Mayor of London has set a target for London to be net zero carbon by 2030. The transition to net zero represents an unprecedented opportunity for the capital's economy, with the prospect of over 600,000 green jobs by 2030.²⁷

Green job demand in London has continued to rise, despite broader labour market challenges. In the 12 months between July 2024 and June 2025, green roles accounted for 6.2% of all job adverts in the capital, an increase from 4.1% in 2019 – rising to 6.4% as of mid-2025.²⁸

Diversity of London's growth sectors

Workforce diversity in London's growth sectors is key to driving innovation and inclusive economic success. In London, it helps unlock talent, close opportunity gaps, and ensure the city's progress reflects its rich social fabric, making businesses more resilient, competitive, and better equipped to serve diverse markets.

Each sector has its own diversity challenges whether that is gender in construction, socio-economic background in creative industries or diversity of leadership positions in hospitality.

3. Barriers to accessing skills and employment

London's labour market faces persistent structural barriers that can limit access to skills training, employment and economic opportunity. Some of the population groups most impacted include people with low levels of skills, women, ethnic minorities, care leavers, people with experience of the criminal justice system, those experiencing homelessness, people seeking asylum and individuals with disabilities or health

conditions. Many individuals experience a multitude of barriers due to intersectionality; this can compound the impact on the individual and exacerbate exclusion.

Structural barriers

Structural barriers, such as caring responsibilities, housing challenges, lack of flexible work opportunities and limited transport options, can significantly hinder Londoners' ability to access employment, increase their working hours, or take on greater responsibilities. These obstacles disproportionately affect underrepresented groups, including women, ethnic minorities and individuals with disabilities.

Caring responsibilities are unevenly distributed between genders, with women typically bearing a greater share. This can significantly impact women's labour market position including their likelihood of being in good work. Amongst men who are economically inactive in London only 6% are inactive due to looking after family / home, compared to 32% of economically inactive women.²⁹ From an education perspective, despite a high share of adult learners being female, caring responsibilities and childcare accessibility can be a barrier to accessing skills provision. Research commissioned by the GLA identified caring responsibilities as a persistent and significant barrier to adult education participation.³⁰

One of the barriers is the cost and accessibility of childcare provision in London. Childcare costs in London were the highest in England in 2024, averaging £8 per hour for under-2s, and reaching £10+ in some boroughs.³¹

Costly and insecure housing can stop people being able to benefit from the skills and employment opportunities on offer in London. Housing insecurity is growing – 183,000 Londoners are in temporary



accommodation, and nearly 1 million private renters live in poverty.³² Insecure housing can reduce the ability of individuals to find work or engage with skills provision – with evidence showing a clear difference in employment by housing tenure. Research has shown that social housing landlords can play an important role in reducing these barriers, especially amongst individuals facing multiple barriers.³³

Health of London's population

The health of the population is an important part of the story when focusing on people's ability to engage in training or employment. Despite a relatively high life expectancy in London, health inequalities and work-limiting conditions are impacting economic participation.

There are large scale differences in life expectancy, and healthy life expectancy (HLE) across London. In London, HLE can vary by more than a decade between different London boroughs or communities, underlining the scale of inequality.³⁴

Low levels of HLE can impact people's ability to continue to work as they age. More than 250,000 Londoners were economically inactive due to long-term sickness in 2024. In addition, across London, only two thirds (66%) of the population with a physical or mental long-term health condition were in employment suggesting many cannot find suitable work.³⁵ National evidence suggests that the most common conditions held by those who are inactive due to ill-health include musculoskeletal (MSK) conditions and mental health conditions, such as depression and anxiety.³⁶

London's relative health is also seen within its lower-than-average prevalence of Work Limiting Health Conditions (WLHC) in its working-age population than the rest of the

UK. London has also seen a less marked rise in inactivity due to ill-health since the pandemic compared to the rest of the UK. Nonetheless, the WLHC prevalence has been rising in the last 10 years, as has inactivity due to long-term sickness, which equated for one in five economically inactive Londoners in 2024.³⁷

For 15% of London's working-age population (or 920,000 people) long-term health conditions limited the type and/or the amount of work they could do in 2023.

The employment of Londoners with WLHCs tends to be more precarious, concentrated in certain occupations, and is associated with more absences due to sickness. Inequalities in WLHCs mean they are more prevalent among people with lower levels of education, older people, and among most ethnic minority groups in London.³⁸ There is a breadth of evidence nationally and locally that highlights the benefits associated with interventions that integrate work and health outcomes, or that co-locate support services,

4. Good work

The concept of good work is central to the ITS and GLW vision. Good work means fair, inclusive, and high-quality employment that treats workers with dignity, offers fair pay, secure contracts, and opportunities to grow. It fosters safe, supportive, and diverse workplaces where employees feel valued and heard. Good work contributes to a stronger, more responsible London economy.

Income, inequality and in-work poverty

London's median weekly pay was £853.40 in 2024 – this was significantly higher than the UK median of £728.30. However



income inequality in London is also greater.³⁹ The gap between the top and bottom 10% of earners in London is £1,213, compared to £911 nationally. One reason for income inequality in London is the share of Londoners in low pay. Whilst there has been a positive reduction in recent years, 14% of jobs in London still pay below the London Living Wage, rising to 48% in accommodation and food services.⁴⁰

According to the latest data for 2020-21 to 2022-23, in London, 2.2 million people were in relative poverty – meaning that 24% of the capital's residents lived in households with less than 60% of UK median income.⁴¹ In-work poverty is increasingly affecting working families, in 2023 14% of working-age adults are in poverty despite being in employment. Insecure forms of work such as part-time work and self-employment are linked to poverty. In addition, workers from an ethnic minority background and those with no educational qualifications are most likely to be working and in poverty.

14%

of jobs in London are low paid

38%

of part-time jobs in London are low paid

9%

of full-time jobs in London are low paid

Job quality and employment conditions

While many jobs offer fair pay, safe conditions, and opportunities for growth, others fall short sometimes failing to meet even the basic legal standards for wages, working hours, or health and safety.

Evidence suggests that 40,000 jobs in London were paid below the legal minimum wage in 2024.⁴² Research indicates a link between being offered employment that meets legal minimums and characteristics such as pay, qualification levels and migration status.⁴³

Wider job quality indicators show that London lags behind the UK average in areas such as pay, working hours, and contract security – though it performs better in career progression and employee engagement.⁴⁴

However, there are significant differences in the quality of work by sector across London. In hospitality, 38% of employees reported not being in (regional) low pay; in social care, only 48% of employees felt there were opportunities for career progression.

5. Moving forward

Monitoring performance is a central feature of the ITS and GLW Plan. Many of their actions support the London Growth Plan's ambitions to boost productivity growth to 2% annually over the next decade and to raise the real weekly income of the lowest earning 20% of Londoners by 20% (after housing costs). Neither the ITS nor the GLW Plan has productivity-based targets due to the complex factors that influence productivity, instead a range of metrics will be monitored which should positively impact productivity including increased education attainment and a reduction in skills and employment gaps.



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

- **Increase London's employment rate to 80%:** achieving an 80% employment rate amongst working-age adults 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% of Londoners by 20% by 2035:** this is key to tackling inequality and driving inclusive growth. It helps households under the greatest financial pressure to 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.

The ITS and GLW monitoring will draw on a diverse set of data sources, combining administrative and survey data to provide a comprehensive evidence base. In line with data availability, reporting is expected to occur annually. Monitoring will include geographic and demographic differences in the proposed metrics where data allows.

Monitoring the ITS

Alongside the 80% employment and income growth targets the GLA will monitor the following:

- economic outcomes of learners
- diversity of growth sectors' workforce
- Londoners earning below the London Living Wage
- Londoners progressing to higher levels of learning
- Londoners aged 16-64 with Level 3+ qualifications
- skills shortage vacancies.

Monitoring the GLW plan

Alongside the 80% employment and income growth targets the GLA will monitor the following through the GLW plan governance processes:

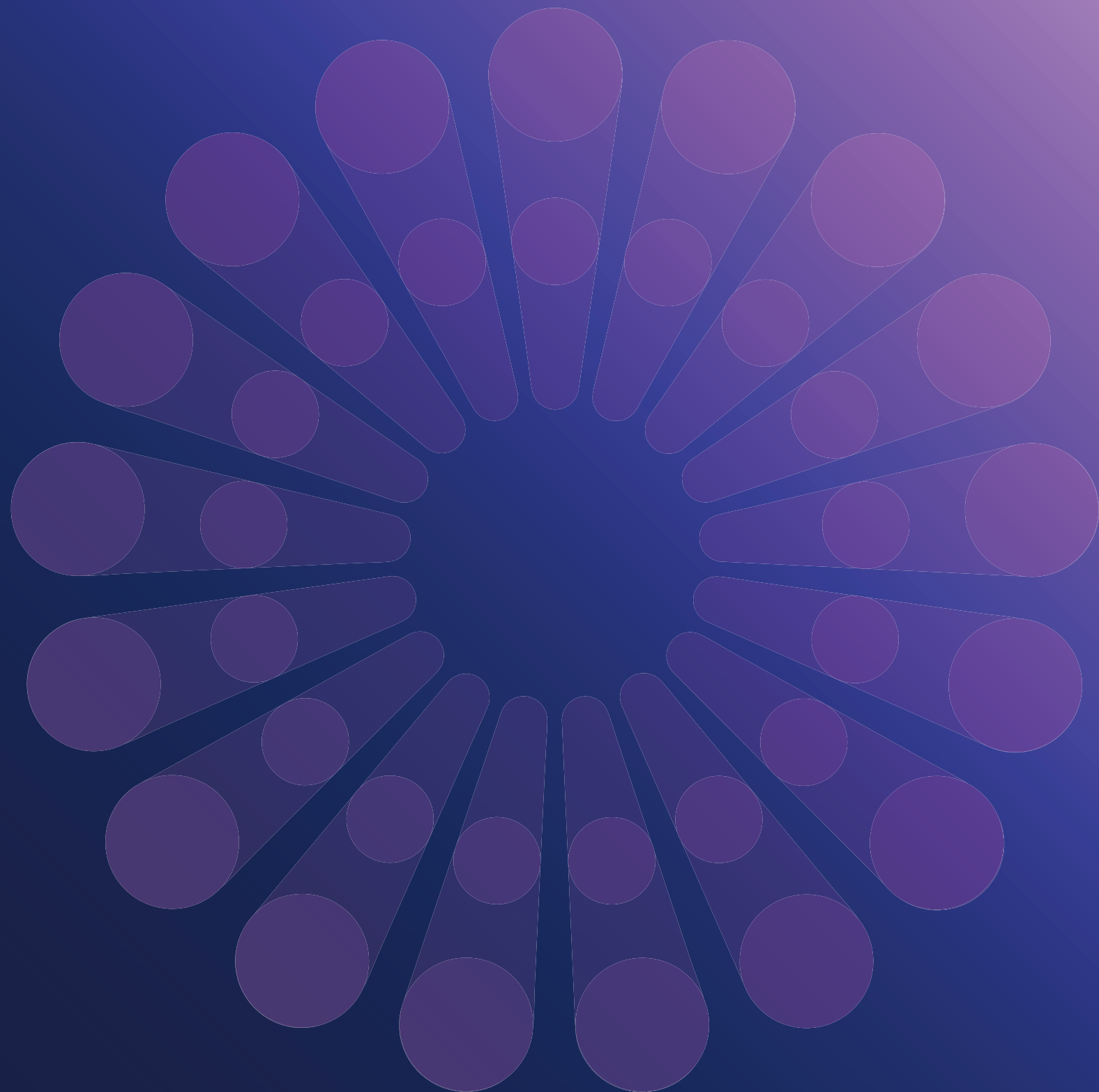
- variation in employment rates across London boroughs
- health related economic inactivity rate
- disability employment rate gap
- proportion of 16-24 year olds not in education, employment or training (NEET)
- employment ethnicity gap
- female employment rate gap.



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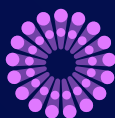
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Inclusive Talent Strategy

Summary of Consultation Response



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Inclusive Talent Strategy - Consultation and Engagement Analysis

Summary report

A report submitted by **ICF Consulting Services Limited**

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Introduction

This report presents a summary of the responses to the Greater London Authority (GLA) online consultation and in person engagement for its Inclusive Talent Strategy, which is a central component of the London Growth Plan published in February 2025. The consultation period was from May-August 2025, with the online written consultation open during June and July.

Overview of the Inclusive Talent Strategy

London is one of the most dynamic and diverse economies in the world, powered by creativity, innovation, and talent. Its world-leading industries and outstanding education system make London a magnet for opportunity. But for the city to reach its full potential, there is a need to ensure that every Londoner can access those opportunities, and that employers can find the skills they need to grow.

The Inclusive Talent Strategy (ITS) sets out how London will achieve this. It aims to build a more connected, responsive system that brings together employers, providers and communities to give Londoners the skills, advice and support they need to thrive. The consultation on the ITS explored six themes that helped shape this ambition:

- ***Integrate jobs, skills, health and careers services for Londoners***
- ***Grow and diversify workforces in growth sectors***
- ***Support Londoners facing barriers to work get into quality jobs and increase London's supply of workers***
- ***Give Londoners the skills to be resilient to big shifts in the labour market – AI, the transition to net zero – and fill the job opportunities these generate***
- ***Promotion of London's skills sector internationally and making sure London remains attractive for the best talent in the world***
- ***Make London a centre of excellence for fair pay and good work¹***

The development of the ITS has taken place alongside the development of the Get London Working Plan, which is London's formal response to the Get Britain Working White Paper. That has been developed through a partnership of the GLA, London Councils, Jobcentre Plus, NHS Integrated Care. The Get London Working Plan supports the implementation of many of the priorities in the ITS, so was able to utilise the insights provided through the engagement and written consultation.

The ITS consultation

The GLA launched a public consultation to gather stakeholder views on six ITS themes, including areas to prioritise and good practice examples. The consultation comprised:

- An online written consultation with 37 open-ended questions (250-word limit per question). These questions are presented in Annex 1 Accessible versions of the consultation were provided in British Sign Language and Easy Read.
- In-person engagement through meetings and workshops, with contributions transcribed and included in the analysis.

Overall, there were over 100 in person engagements and 89 submissions to the online written consultation. Responses were received from a mix of stakeholders, including skills, training and education providers and representative bodies; charities and NGOs; Local Authorities and sub-regional partnerships; community and voluntary organisations; employment support providers; careers providers; employer representative bodies; employers; health and social care providers; Government bodies and departments; and research organisations. Some responses were submitted on behalf of organisations and may reflect the views of wider sector bodies though it is not possible to quantify the number of individuals represented.

This report presents a summary of the analysis of the consultation responses by ITS theme. Responses have been analysed at face value, without adjustment for potential misinterpretations or errors. Where possible, differences in views by types of stakeholders are highlighted, particularly from the in-person engagements where the respondent mix was more diverse.

In addition to the written consultation and in-person engagement summarised in this document, the GLA also carried out a survey of Londoners on their Talk London platform which had over 400 responses and an employer survey which had 75 responses. All of this engagement has helped to develop the ITS and GLW Plan.

Consultation and Engagement responses

The consultation and engagement responses are presented below, broken down by ITS consultation theme.

Theme 1: Effectively integrating jobs, skills, careers and health services for London

In the online written consultation and in person events, stakeholders were asked about how to improve the integrating jobs, skills, careers and health service for London, where this is done well, what is needed at London-wide, sub-regional and local levels, and how can users be helped to navigate the system.

To effectively integrating jobs, skills, careers and health services, a commonly reported suggestion was for a centralised system of co-located services. This was felt to coordinate resources, improve awareness of available services, and reduce duplication. Suggested venues for co-located services included libraries, youth organisations, and university estates. A pan-London or regional approach was suggested, supplemented by information-sharing agreements and universal provision across boroughs. This view was common across all respondent groups, including training providers, health providers, employers and community groups.

Respondents across both the online written consultation and in person events often said that physical co-location needed to be paired with the creation of a single, user-centred online portal that consolidates information, eligibility and referral routes across London. This was a particularly common view among Local Authorities and sub-regional partnerships. Employers emphasised the need for minimal administrative burden and clearly signposted brokerage through this online portal. A few community organisations and Local Authorities also noted that any online offering should be complemented with digital support, to ensure equal access to all Londoners.

Other suggestions for improving the integration of jobs, skills, careers and health services for London included:

- Improving the accessibility of services through more delivery of services in community venues such as JobCentre Plus, libraries, schools, and charities.
- Providing holistic individual-level support to Londoners, such as by embedding trauma-aware mental and physical wellbeing into service design and careers support.
- Strengthening and further formalising partnerships between service providers, though integrated referral pathways, joint meetings, real-time data sharing and aligned funding.
- Longer-term and more flexible funding of services, to improve continuity and trust.

To deliver these services, respondents commonly suggested that there was a need for more widespread coordination between service providers and community organisations. Community organisations were felt to be able to play a key role in engaging hard-to-reach groups, delivering user-centred services and providing referrals. Some respondents suggested this could be through establishing local delivery partnerships or creating a pan-London framework for collaboration.

Some respondents also suggested that there needs to be closer cooperation between schools and employers, with employers providing careers information and work-related learning opportunities to students. This is to ensure that students have a clearer understanding of what work entails in different sectors to make more informed decisions.

In delivering services, respondents also favoured a tiered operating model: citywide strategy, standards and data sharing; subregional coordination; and borough-led delivery. They felt this would balance the need for consistency while also allowing tailored solutions to be provided which reflects local needs. Respondents also drew on learning from inside and outside London to provide examples of how this could work. Examples from London included the Tower Hamlets Healthspot model, Welcome Hackney, Newham Health and Employment Partnership, and Goldsmiths University of London's work with Amersham Vale GP surgery. Examples from outside London included the Greater Manchester Apprenticeship & Careers Service (GMACS) and the LiveWell network and the No Wrong Door programme in North Yorkshire

To support individuals to navigate the system, stakeholders commonly suggested a digital information hub, engagement with schools to raise awareness of support, early embedding of careers information, advice and guidance (CIAG), having sector-specific career pathways information, and providing CIAG at community venues. To support employers to navigate the system, stakeholders and employers stressed the importance of having a 'single door' for businesses to accessing services, as it reduces duplication and improves referrals across the system. They also highlighted the importance of brokerage and speeding up processes for employers to access services.

Theme 2: How to grow and diversify workforces in the growth and priority sectors

Stakeholders were asked in the consultation and engagement about the barriers to growing and diversifying workforces across sectors, how to expand inclusive career

pathways and how to improve access to qualified talent and high quality education, skills and career support for London growth sectors.

A common barrier reported by stakeholders across both the online written consultation and in-person events to diversifying the workforce in particular sectors was employers having limited awareness of the diverse talent outside their traditional recruitment routes. Some respondents also highlighted the lack of awareness and access to information about career opportunities for young people, which means they are not aware of sector entry routes or have inaccurate preconceptions or stigmas about some sectors. A few respondents also reported a lack of literacy and numeracy skills among young people that are a barrier for some disadvantaged groups to gain employment in particular sectors. Furthermore, poorly paid entry-level roles and internships mean that individuals from low-income households cannot gain roles that provide a '*stepping stone*' into specific sectors, and a lack of appropriate career-entry training.

To address these barriers, stakeholders suggested connecting employers with grassroots and other community organisations that work directly with economically disadvantaged individuals. Some respondents provided examples where this has been successful, such as Creative schools, Good Growth Hub, Camden council's Leading Inclusive Futures Through Technology (LIFT) Programme, and the HQI360 Artist Development Programme. Other respondents suggested reinforcing inclusive recruitment practices to employers, strengthening career advisor access in schools, upskilling people in work to enable progression and connecting people to role models to demystify sectors.

Employers suggested that there needs to be an employment and skills system that provides direct pathways to real jobs, apprenticeships, or structured in-work progression. Several pointed to local training to work initiatives that place Londoners directly into jobs, such as the Kickstart scheme that ran from 2020 to 2023 and the Sector-based Work Academy Programmes (SWAPs). They felt this should be focus of public investment, rather than funding standalone training activities. A few employers also suggested there should be more modular, flexible training and education, so learning can fit around shifts and caring responsibilities and link explicitly to wage progression or promotions. Employers also emphasised that these initiatives should be quick and simple for employers to engage in.

To create an employer-led skills system, respondents reported a need to co-design training and employment pathways with employers and educators. Some suggested that this should involve employers of all sizes, and not just large employers. To better integrate transferable skills, respondents suggested embedding skills frameworks that outline the skills, competencies, and knowledge required for specific job roles and industries across all levels of learning. Some felt these should be in work-based contexts as they were the best way to develop problem solving, communication and digital literacy. A few suggested that this could be built on the Skills Builder Universal Framework taxonomy.

To strengthen careers provision, respondents called for up-to-date careers support located in trusted spaces backed by a central, pathways hub that provides information how to move into and within specific sectors. Some respondents also recommended the earlier provision of careers advice in school and a strengthened links between advisers and sector initiatives.

To better enable schools, skills providers and higher education institutions to meet the demand for current and future skills in growth sectors, employers reported a need

for job readiness training. They also urged rapid curriculum updates to account for new technologies and streamlined processes for providing placements, particularly in SMEs. Local authorities and providers also emphasised the need for new training to be developed to meet employer needs but cautioned that this needed to allow sufficient time to ensure the new courses were of high quality.

Examples of effective practice in creating employer-led skills provision that were cited by respondents included Build East Skills Hub at the Queen Elizabeth Olympic Park, which proactively connecting employers' needs to training and recruitment. Construction Industry Training Board on-site skills hubs were also referenced as models linking training to local demand and fast transitions into employment.

Several respondents also suggested 'T shaped' skill profiles (including both broad general knowledge and deep expertise in specific fields) and micro credentials endorsed by sector boards. This is so job candidates can show breadth and a recognised skills depth quickly, while providers can update offers without waiting for multi-year qualification reform.

Theme 3: Support Londoners who face barriers to work to get quality jobs or become self employed

Stakeholders were asked about actions needed from London government and partners to address barriers to work and training, including actions to increase the accessibility of basic skills and ESOL provision, to create clearer progression pathways and to support self-employed Londoners.

A common suggestion across both the online written consultation and in person events to support Londoners who face barriers to work was to expand the availability, visibility and affordability of training. Some particularly stated there should be an increase in ESOL provision, as they felt many Londoners face language barriers to gaining employment. A few suggested that training should utilise innovative delivery models such as embedding ESOL in vocational training, working with employers to deliver ESOL classes in the workplace, and a recognition scheme for employers that invest in ESOL training.

Some respondents also suggested the G:A supports employers to offer training and using integration hubs to connect businesses to inclusion initiatives such as the Mayor's *Good Work Standard* and the National *Disability Confident Scheme*, in order to help them adopt more inclusive recruitment processes. A few respondents also suggested increasing the provision of job-search support, particularly for people with complex needs who are vulnerable to drop-out at transition points.

Some respondents, and particularly Local Authorities, reported that there needed to be initiatives that targeted the main practical barriers to work faced by disadvantaged groups, such as childcare, transport, mental health, missing ID documents, and digital exclusion. Suggestions included the provision of travel passes, vouchers to cover the cost of applying for relevant Identification documents (passports, driving licenses, citizenship cards), and employer linked nursery places and termtime placements. Some also suggested the need for faster recognition of overseas qualifications and signposting to wellbeing services.

Some community and voluntary organisations also suggested flexible, modular 'earn-as-you-learn' training models to equip disadvantaged individuals with the skills to enter work, while some employers suggested clearer and quicker routes for employers to identify suitable candidates for entry-level roles.

To create clearer pathways for Londoners to transition from lower to higher level learning and into employment, respondents commonly proposed linking entry-level courses to live job outcomes through guaranteed interviews or work trials, publishing online progression maps that show steps from basic skills to specific roles, and tracking learner journeys through skills passports and 'stackable' qualifications. Some also recommended mentoring that starts in education and continues into work, with targeted support for those with multiple disadvantages.

To support self-employed individuals, respondents commonly suggested providing short business skills courses on topics such as pricing, marketing and bookkeeping. Some respondents also suggested peer mentoring/coaching, local networking hubs and a digital resource portal containing business templates and other resources.

Theme 4: How to make London a centre of excellence for fair pay and good work

Stakeholders were asked about the barriers to fair pay and good work, how to raise awareness of employment rights among vulnerable workers and how to encourage inclusive practices among employers. This included discussing how the Fair Work Agency could improve working lives in London.

In considering barriers to offering fair pay and good work, respondents across both the online written consultation and in person events raised concerns about increases in precarious work and high living costs, while adding that this was exacerbated by the under-reporting of labour abuses and an overall decline of collective bargaining.

To address this, some participants, including nearly all providers and community organisations, said workers needed more education on their work rights. They felt this should be through training embedded in their induction, supplemented by regular refresher courses, alongside a user-friendly handbook and webinars. A few also suggested this should be integrated into skills and employment programmes in schools and colleges.

Recognising that vulnerable workers are often in informal, insecure or low-paid roles, some respondents also proposed targeted, multilingual campaigns on worker rights delivered by community organisations, Trade Unions and Local Authorities. A few added that there should also be an increase in access to legal advice, so workers can take action when their rights are breached. A few also suggested a confidential helpline and stronger whistleblower protection.

Many employers also reported a need for worker rights information. They suggested the publication of concise compliance guidance for employers on the processes they need to operationalise. This would need to be supplemented by promotion to raise awareness of the resource.

To encourage employers to go beyond minimum standards, employers proposed combining financial support with practical capability-building. This included providing wage subsidies for employers to employ individuals in disadvantaged groups, giving grants for workplace adaptations, training and toolkits, and developing employer networks for peer-learning where employers can share what works on retention, accessibility and progression. A few employers also suggested having public recognition schemes, such as kitemarks, charters and the Good Work Standard, to provide an incentive to employers to achieve high standards for inclusion.

Some respondents, particularly Local authorities and Trade Unions also proposed that procurement processes for public contracts should also be conditional on

employers having effective processes for fair pay and good work. A few also suggested that the costs of applying to become a London Living Wage employer should also be subsidised to further encourage employers to sign up for the initiative.

To ensure the introduction of the Fair Work Agency and reforms to employer rights have their desired impacts, respondents commonly highlighted the need for the Fair Work Agency to be accessible, multilingual, and linked to local services, so that it becomes a central hub for advice, advocacy, and enforcement. Some respondents also suggested it should provide guidance and training to employers to improve their existing practices. A few respondents also suggested that to be most impactful, the Fair Work Agency should specifically target insecure or low-paid jobs.

Theme 5: Give Londoners the skills to be resilient to big shifts in the labour market

Stakeholders were asked about how jobs and talent pipelines are changing due to economic shifts like AI and the green transition, how the skills system can anticipate and respond to emerging needs, and what interventions could boost investment in green skills and apprenticeships and work experience in priority sectors .

Respondents across both the online written consultation and in person events, including nearly all employers, proposed the need for an ‘early warning system’ to highlight large shifts in the labour market, built on cross sector employer-led networks that include a mix of large employers, small to medium sized enterprises and grassroots organisations. These networks would identify issues on labour and skills needs and translate them into rapid curriculum adjustments and commissioning changes. Respondents emphasised the importance of staying ‘in the know’ on latest developments in AI, through convening of sector forums, networks and workshops with providers.

In addition, some respondents, and particularly Local Authorities and providers, suggested a need for integrated labour market intelligence data that brings together real time vacancy information, alongside data on training enrolments, completions and progression at a city-wide and sub regional level. This is to allow local area to respond quickly to emerging needs, especially in fast moving areas like construction, health and green technologies.

To support providers in the training landscape to respond to labour market shifts, respondents reported a need for co-design with employers, agile curriculum design and flexible funding for short, stackable micro credentials. Some also felt there was a need for clearer pathways from basic to advanced skills in green and digital areas, and for school curricula to embed transferable skills earlier so young people develop the skills to adapt to labour market change.

Some respondents to the consultation also suggested a need for more flexible and practical training programmes to respond to emerging skills needs. Specific suggestions included hackathons, micro credentials, cross-disciplinary programmes and piloting reskilling programmes. Some respondents also noted that responses to emerging skills and labour market needs were often siloed and called for more coordinated planning among Local Authorities, the GLA providers and employers. A few also suggested expedited qualification approval processes, teacher training and updated career guidance.

To increase green investment, respondents suggested retrofit training and regional Green Skills Academies. A few respondents felt this could be funded through the

budgets ring-fenced for large infrastructure programmes. In particular, they emphasised the new Skills and Growth Levy, which will come into force in April 2026 to replace the Apprenticeship Levy and can be used to fund short courses, apprenticeships and pre-apprenticeship programmes. Employers felt that the new flexibilities to the new Skills and Growth Levy could be an important for employers to increase their investment in green skills training without prohibitive processes. A few respondents highlighted that the use of this funding would need to be flexible so it can respond to emerging sub-sectors and specific growth areas (e.g. hydrogen fuel technology).

Theme 6: Promotion of London's skills sector internationally

Stakeholders were asked about how to attract and retain skilled workers in London growth sectors and promote the capital as a study destination.

Respondents across both the online written consultation and in person events felt that a key barrier to attracting workers and students to London were its high living costs. To address this, respondents suggested initiatives such as providing support with relocation costs through public-private partnerships or employer incentives, the introduction of fair rent-caps and to widen the availability of affordable housing schemes, alongside subsidies for transport and childcare. However, it was noted that some of these suggestions required substantial changes to central Government policies and funding.

Some respondents, and particularly employers and universities, proposed streamlined visas and faster recognition of overseas qualifications, complemented by advisory and legal support. A few also called for better re-skilling support delivered through community organisations, employment services and international exchanges. Examples offered included the University of East London's Cultural Producers Programme, which links international creative producers with opportunities in the Thames Estuary Production Corridor, and Local Authority partnerships with international innovation districts.

A few universities also suggested dual degree and exchange routes with clearer post study work options, while a few public bodies suggested key worker housing pilots and childcare discounts in target boroughs.

On promoting London as a study destination, respondents commonly suggested targeted international campaigns that showcase inclusive communities and strong employability outcomes in London. A few also suggested that this should be complemented with scholarships and bursaries and access to research and learning resources, which are closely aligned with London growth sectors and provide a clear route to employment. Some respondents stated that there were examples from the British Council of building partnerships and using educational and employment events and digital platforms to reach diverse prospective students.

Conclusions and reflections

Overall, there was general support for the priorities and initiatives proposed in the Inclusive Talent Strategy consultation. This included strong support for the integration of services, improving pay and conditions, targeted support for disadvantaged Londoners and to attract and retain high quality talent within London.

Some of the key priorities that emerged from the consultation were:

- Greater join-up of services through co-location and data sharing, which enables the delivery of more holistic support, widens access and improves the efficiency of services
- Improved employer engagement in employment and skills landscape, including through the co-design of curricula, in providing careers information in schools, and in providing real-time feedback of current and emerging skills needs through local networks.
- The use of online resources for providing information for both Londoners and employers. For Londoners this includes information on sources of support and employment and careers information. For employers this can provide information and resources to support them to improve their inclusive recruitment practices and pay and conditions.
- The need for more flexible and accessible skills provision, including more funded ESOL, numeracy, literacy and digital skills provision, alongside shorter, stackable vocational micro-credentials and hackathons, as well as closer working relationships with providers and employers to respond to new skills needs, and to ensure existing provision is closely linked to tangible employment opportunities.
- The need for city-wide and regional planning, but with strong use of local delivery partners that understand local issues and have closer relationships with disadvantaged groups. Central to this was greater use of community groups and community resources to provide more accessible provision and to build on existing community links to engage and support the hardest-to-reach Londoners.

The consultation also identified various examples of good practice within and outside London that can be drawn on to develop future employment and skills interventions (see themes 1, 2 and 6).

Annex 1 Written Consultation Questions

As posted on: [Inclusive Talent Strategy consultation | London City Hall](#)

Theme 1: Effectively integrating jobs, skills, careers and health services for London

- 1.1. What further action is needed to better integrate skills, careers, health and employment support services? For example, co-location, community settings, job centres, integration of advice and support for low-income Londoners, data sharing etc.
- 1.2. Where have you seen this done well?
- 1.3. How could this be replicated and made systematic across London?
- 1.4. Recognising the importance of a London-wide strategic vision that supports the integration of services across the capital while supporting good practice already taking place at a local level to meet the need of individual communities; which activities are best done at the local, sub-regional, and/or pan-London level?
- 1.5. What is needed to help Londoners navigate the system? In particular, Londoners facing additional barriers to work, or young Londoners that are NEET?
- 1.6. What is needed to help employers navigate the system?

Theme 2: How to grow and diversify workforces in the growth and priority sectors

- 2.1. What are the main barriers to grow and diversify workforces in individual sectors?
- 2.2. How can we increase access to a diversity of career pathways for underrepresented Londoners?
- 2.3. What are the strengths and opportunities to improve the high-level approach set out for establishing a more employer-led system?
- 2.4. What steps could Londoners' skills and employment system take to help employers access qualified talent and/or support the upskilling and success of their employees?
- 2.5. How can we better integrate transferable skills needed by employers (for example, problem-solving, digital literacy) across skills provision?
- 2.6. Do you have examples of employers being successfully incentivised to provide opportunities directly to the talent that Londoners' skills system produces?
- 2.7. Where have you seen successful employer and skills provider partnerships to address skills gaps? Why are they successful?
- 2.8. How could careers and employment support be strengthened to enable more Londoners to consider careers in growth and priority sectors? are as inclusive as possible?
- 2.9. How can we better enable schools, skills providers and higher education institutions to meet the demand for current and future skills in growth sectors?

Theme 3: Support Londoners who face barriers to work to get quality jobs or become self employed

- 3.1. What other barriers might Londoners face to accessing work or training?
- 3.2. What steps can London government, employers, skills, employment and health providers take to better address these barriers?

- 3.3. What national changes might be required to enable some of these barriers to be addressed?
- 3.4. How can we create clearer pathways for Londoners to transition from lower to higher level learning and into employment?
- 3.5. How can we encourage more people to gain basic skills (including maths, English and digital skills) needed for work and study? What other skills should we prioritise?
- 3.6. How can we improve English for Speakers of Other Languages (ESOL) provision in London and encourage more employers to invest in ESOL provision for their employees?
- 3.7. Are there examples of good practice in addressing the affordability of childcare, housing and transport to support people into work?
- 3.8. What more could we do to support the further education workforce to deliver our essential skills offer, and adapt to new priority sectors?
- 3.9. How can we help self-employed Londoners thrive by accessing the skills, experience and networks they need?

Theme 4: How to make London a centre of excellence for fair pay and good work

- 4.1. What are the biggest barriers to offering fair pay and good work?
- 4.2. What steps can we take to make sure workers vulnerable to exploitation are aware of their employment rights, and how to assert them?
- 4.3. How can an employer-led skills model encourage employers to go beyond statutory employment rights requirements and adopt inclusive work practices? What incentives may be effective?
- 4.4. What opportunities are there to ensure reforms to employment rights and the introduction of the Fair Work Agency improves Londoners working lives?

Theme 5: Give Londoners the skills to be resilient to big shifts in the labour market

- 5.1. What work are you doing to consider how jobs and talent pipelines are changing due to big shifts in the economy such as AI and the green transition?
- 5.2. How can we best ensure a new employer-led skills system acts as an early warning system for identifying and adapting to key skills needs resulting from shifts in the labour market?
- 5.3. What changes are needed in the skills system to support emerging skills requirements?
- 5.4. Where do you see additional opportunities for more investment into green skills in London? How could this be coordinated?
- 5.5. Do the priority sectors for green skills seem right to you (Homes and Building, Energy and Power, Transport, and Green and Blue Infrastructure)? Are there other sectors you would prioritise and why?
- 5.6. What interventions might help to increase apprenticeships starts, completions and work experience placements in these priority green sectors in London?

Theme 6: Promotion of London's skills sector internationally

- 6.1. How do we attract skilled workers to come to live and work in London, particularly in growth sectors? How can we work with international partners to do this?
- 6.2. How do we continue to promote London as an attractive study destination?

6.3. What can we do reduce the barriers for skilled workers that want to come to and stay in London?

What is your sector or organisation able to contribute to the ITS to make the proposed changes a success? Please include any links to relevant research or work where appropriate.

[Company name]

Equalities Impact Assessment - The Inclusive Talent Strategy and Get London Working Plan

September 2025

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1. Overview

The aim of the Equality Impact Assessment is to provide sufficient and relevant information to enable the Greater London Authority (GLA) to have due regard to the need to eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010; and to advance equality of opportunity and foster good relations between people who share a protected characteristic and those who do not, in relation to the proposed Inclusive Talent Strategy (ITS) and Get London Working (GLW) plan. Protected characteristics under the Equality Act 2010 are age, disability, gender re-assignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation, and marriage or civil partnership status (the duty in respect of this last characteristic is to eliminate unlawful discrimination and other conduct prohibited under the Act only). The EqIA also considers other groups who may experience disadvantage, captured under an 'other' category, notwithstanding that these specific attributes are not protected under the Equality Act.

The Inclusive Talent Strategy (ITS) is designed to remove barriers and open up opportunities for all Londoners, with a particular focus on those more likely to experience poor educational and labour market outcomes. It sets out a high-level, ten-year vision for London's skills, employment, careers and health system.

The GLW plan complements and strengthens the ITS. Together, the two strategies form part of a wider framework for inclusive growth that also includes:

- The London Growth Plan (the Growth Plan) – the strategic blueprint for inclusive and sustainable economic growth across the capital.
- The Local Skills Improvement Plan (LSIP) – an employer-led assessment of skills needs and training priorities.
- London health and care system strategies and the London Health Inequalities Strategy – which link health, wellbeing, and employment.

Some of the groups considered in this document fall within the legally protected characteristics set out in the Equality Act 2010 — for example, young people, older people (age), disabled Londoners and those with long-term health conditions (disability), and Londoners from minority ethnic backgrounds (race). Alongside these, the GLA has identified additional groups who are not specifically covered by the legislation but who nevertheless experience inequality in the labour market and are under the 'other' category. These include Londoners with no or low skills, parents and carers, and care-experienced young people. Within the protected characteristic of race, the Strategy also acknowledges the specific challenges faced by certain minority ethnic groups, notably Bangladeshi and Pakistani women, and young Black men.

By applying the EqlA process to the ITS and the GLW plan, the GLA seeks not only to meet its statutory obligations but to go further in embedding fairness, inclusion and equality of opportunity.

Both the ITS and the GLW plan are high-level strategic documents that set the overall vision and priorities for London's skills and employment system. They do not set out the detail of delivery but instead provide the framework within which specific programmes are developed. These programmes will develop their own EqlAs to ensure that the principles of fairness, inclusion and equality are applied in practice. For example, the Trailblazer programme outlined within the GLW plan has a separate EqlA.

The assessment ensures that potential negative impacts are identified and mitigated, while positive outcomes are maximised, reinforcing the central commitment to building a more inclusive labour market for London.

2. Introduction

2.1. Aims and scope

The ITS is London's ten-year workforce plan, jointly authored by London Councils and the GLA. This plan is complemented by the GLW plan - which sets out how London's skills and employment services will be integrated and is jointly authored by London Councils, the GLA, JobCentre Plus and London's Integrated Care Boards.

Together these plans underpin the Growth Plan by:

- equipping employers with the skills they need to boost productivity;
- increasing the supply of good work and widening access for disadvantaged Londoners;
- supporting the transition to net zero and adoption of new technologies, such as artificial intelligence (AI).

Delivery relies on partnerships with employers, providers, education institutions, trade unions, and community organisations. The ITS provides the overarching pan-London framework, while the GLW plan drives integrated action over the next 12–24 months. Progress will be reported to the London Growth Mission Board. London government will focus on levers within its control—such as the Adult Skills Fund, Connect to Work, Skills Bootcamps, and Free Courses for Jobs—while influencing national programmes like the Jobs and Careers Service and health initiatives.

This collaborative approach is essential to delivering London's net zero transition, requiring significant investment and national coordination. Embedding green skills into both the ITS and GLW plan will create immediate opportunities for Londoners and strengthen the long-term resilience of the city's workforce.

3. Consultation and Data Collection

3.1. Consultation

Following the launch of the London Growth Plan in February, consultation on the ITS was undertaken between May and September 2025. It built on earlier engagement for the Growth Plan and the Trailblazer programme. A combination of engagement activity and written consultation was used to reach a wide range of stakeholders, including boroughs and sub-regional partnerships (SRPs), service providers (further and higher education, independent training providers, employment support, health and careers services), sector-specific employers and their representative bodies, Londoners, and community organisations.

Over 100 engagement sessions were held. Roundtables were also convened with equalities stakeholders, including Deaf and Disabled People's Organisations (DDPOs), voluntary and community sector organisations representing different London communities, the Migrant Advisory Panel, and young people not in education, employment or training (NEET).

A written consultation was aimed at service providers and representative bodies. This was hosted on the London.gov.uk website and promoted through newsletters and partner networks. It closed on 17 July 2025 and received 89 responses. Accessible versions, including Easy Read and BSL, remained open until 12 September 2025.

In parallel, the Talk London online discussion platform gathered views from Londoners. This closed on 31 July 2025 and received contributions from more than 400 Londoners.

3.2. Seeking evidence on Equalities Groups

The written consultation was designed to draw out evidence on groups most affected by inequality in London's labour market. It highlighted that Deaf and disabled people, those with long-term health conditions and some racially minoritised groups experience poorer outcomes, and asked respondents to consider how the ITS could address these disparities.

The consultation was targeted at organisations with relevant insight, including local authorities, skills and employment providers, employer bodies, community and voluntary organisations, trade unions and research institutions. This ensured a broad range of perspectives, including those representing Londoners with protected characteristics.

Questions were framed to encourage specific comment on equality groups. Respondents were asked how best to support Londoners "facing additional barriers to work," with examples provided such as women, young people not in education, employment or training, racially minoritised groups, disabled and neurodivergent

people, those with English language needs, care leavers, and people with experience of the criminal justice system.

The consultation also allowed space for additional comments and evidence, including data and case studies. This structure ensured respondents were explicitly prompted to consider protected and disadvantaged groups in their feedback, supporting the development of this EqIA.

3.3. Engagement with Equalities groups and Londoners

The consultation process included targeted invitations to GLA equalities stakeholder mailing lists, reaching DDPOS, LGBT+ organisations, women's groups and other community representatives.

Broader public input was gathered through Talk London, which engaged around 400 Londoners from a wide demographic.

In addition, focus groups were held with specific cohorts: young people through the Trailblazers programme, Londoners with experience of insecure work, and those who were economically inactive but seeking employment.

Accessible versions also produced and distributed to Deaf and learning-disabled Londoners.

3.4. Data collection

The ITS and the GLW plan are underpinned by a robust evidence base developed by the GLA in partnership with London Councils. A wide range of quantitative and qualitative data has been drawn on to understand patterns of participation and outcomes across London's labour market and to identify where inequalities are most acute.

Data sources include the ONS Labour Force Survey, Annual Population Survey, Census 2021, and London-specific datasets such as the London Learner Survey. These have been used to analyse trends in employment, skills levels, economic inactivity, and sectoral demand, disaggregated by protected characteristic where available.

Administrative data from GLA-funded programmes, including the Adult Skills Fund, Skills Bootcamps, and Free Courses for Jobs, has also provided insight into learner participation and achievement by equalities group.

This combined evidence base has informed the design of both strategies and the EqIA. It highlights the structural inequalities facing groups such as young Black men, disabled Londoners, Pakistani and Bangladeshi women, older workers with health conditions, and Londoners with no or low skills. By grounding the ITS and GLW plan in this analysis, the GLA has ensured that actions are targeted where they can have the greatest impact and that equalities considerations are embedded from the outset.

4. Analysing impact by Equalities and Other Groups

4.1 Equalities Groups

4.1.1 Age

Impact

Young Londoners are disproportionately at risk of labour market exclusion. The share of 16–24 year-olds in London NEET stands at 15.2 per cent, the highest of any UK region¹. Nationally, over 940,000 young people were NEET in Spring 2025, reflecting a wider structural challenge. Young people are particularly vulnerable to economic shocks, with repeated disruptions since the financial crisis and the Covid-19 pandemic.

The ITS addresses these challenges at a systemic level by embedding employer input into designing skills provision, ensuring pathways into priority sectors are clear, and integrating skills, careers and health services so young people are better supported to progress. Over the next decade, this will create a more stable, inclusive and navigable system for young Londoners. The GLW plan will provide interventions including fostering apprenticeships and reducing fragmentation through co-located hubs delivering employment and health support and aligning provision with employers' growth needs. These actions are expected to improve labour market participation and resilience for young Londoners.

In the context of an aging population, older Londoners also face barriers, with more than a quarter of 50–64 year-olds in London economically inactive (around 380,000 people)². Many are out of work due to ill health or decisions not to return post-pandemic. Both the ITS and the GBW plan recognise the loss of experience and skills this represents and will place emphasis on lifelong learning and inclusive recruitment. The GLW plan will provide support to older Londoners through integrated health and employment support hubs and reskilling opportunities.

Mitigation

There is a risk that new growth sector opportunities remain inaccessible to those without existing networks or qualifications, including young people from racially minoritised communities and older workers with low digital skills.

To mitigate this, the ITS will strive to achieve universal essential skills and lifelong learning pathways, while the GLW plan will expand targeted outreach to young Londoners and digital inclusion initiatives for older Londoners. Careful monitoring of age-specific outcomes will ensure the system is inclusive of Londoners of all ages.

¹ Department for Education, NEET age 16 to 24, 2025.

² ONS, *Annual Population Survey, 2025*

4.1.2 Disability

Impact

Deaf and disabled Londoners and those with long-term health conditions face a persistent employment gap. In 2024, just under 59 per cent were in employment compared with 80 per cent of non-disabled Londoners³. Nationally, more than 2.8 million people are economically inactive due to long-term sickness, with mental health conditions among young adults a growing factor⁴. Only a quarter of adults with learning difficulties are in work, and fewer than 30 per cent of autistic adults are employed⁵.

The ITS and GLW plan tackle this systemically by embedding health into the employment and skills system, moving beyond fragmented provision. The ITS' ten-year aim of co-locating health, careers, employment and skills support is transformative, ensuring that disability and health-related barriers are addressed alongside training and work.

The inclusive employment standards, through the Good Work agenda, will seek to tackle discrimination, while targeted outreach will support disabled Londoners into training and jobs in growth sectors.

Mitigation

Risks include the support made available through the ITS and GLW plan not being accessible to Deaf and Disabled Londoners.

To mitigate this, provision will be designed with accessibility standards, co-produced with disabled people and their organisations, and subject to equality monitoring.

4.1.3 Sex

Impact

Women in London face persistent employment challenges. The female employment rate has declined from 71.5 per cent in 2020 to 70.4 per cent in 2024, even as national rates have risen. Women are more likely to work part-time (27 per cent compared with 15 per cent of men), and this rises further among women over 50⁶. This leads to lower earnings, reduced progression and a widening gender pay gap after age 30, linked to parenthood.

³ ONS, *Annual Population Survey, 2025*

⁴ Mencap, *Big Learning Disability Survey, 2022*

⁵ DWP, *The Buckland Review of Autism Employment: report and recommendations, 2024*

⁶ ONS, *Annual Population Survey, January 2020 – 2024, 2025*

The ITS will seek to challenge this by aligning training with high-quality job creation, and by pressing for childcare and flexible work as part of system design. The GLW plan also commits to strengthening employer standards around flexibility and targeting pathways into growth sectors where women are under-represented.

Mitigation

There is a risk that women remain concentrated in low-paid or insecure roles within new sectors, without deliberate action. This will be mitigated by monitoring outcomes and linking childcare provision to training and job opportunities. Employer adoption of flexible practices will be promoted through the Good Work Standard, supported by Fair Work agencies.

4.1.4 Gender reassignment

Impact

Transgender Londoners face high levels of discrimination and harassment in the workplace, with almost 40 per cent of LGBTQ+ employees hiding their identity at work. These barriers can reduce participation in training and employment⁷.

Mitigation

The ITS embedding fairness and inclusion as core principles of the employer-led system. By highlighting equalities outcomes within the Good Work Standard, the ITS creates an environment where trans and non-binary people can participate more fully. The GLW plan provides practical steps by integrating equalities requirements into co-located services.

The risk is that improvements remain uneven across employers, leaving some workplaces unsafe or unsupportive. Mitigation will include ongoing engagement with LGBTQ+ organisations, and enforcement of workplace standards under the Good Work Standard framework.

4.1.5 Marriage and civil partnership

Impact

There is limited evidence of direct impact on employment by marital or civil partnership status, but indirect effects can arise from household responsibilities and caring roles.

Mitigation

The ITS, by embedding flexibility and inclusive employment standards across the

⁷ Stonewall, <https://www.stonewall.org.uk/news/new-research-shows-almost-40-of-lgbtq-employees-still-hide-their-identity-at-work>, 2025

system, improves conditions for those balancing family and work commitments. The GLW plan reinforces this by promoting flexible training and career pathways.

No disproportionate negative impacts are identified, but monitoring will ensure no unintended consequences arise.

4.1.6 Pregnancy and maternity

Impact

The gender pay gap in the UK is relatively small for full-time employees aged 30–39 (median hourly earnings gap of about 4.4 per cent). But it more than doubles for those aged 40–49, rising to around 9.1 per cent⁸. Research shows that this widening after age 30 is strongly linked to parenthood: the arrival of the first child tends to trigger reductions in paid work, more part-time work, and slower wage progression for women compared with men.

Mitigation

The ITS prioritises expanding childcare provision and the workforce to deliver it, while promoting positive working practices through the Good Work Standard. These measures are intended to benefit parents. However, the strategy does not specifically address the needs of pregnant women.

The risk is that childcare provision may not keep pace with demand or that employers fail to adopt flexible practices. Mitigation will involve advocacy for parental rights through the Good Wood Standard and monitoring outcomes closely across ITS and GLW plan interventions.

4.1.7 Race

Impact

Black Londoners and some South Asian communities face significantly worse economic outcomes than the London average. Young Black men, in particular, have historically faced unemployment rates two to three times higher than their White peers. Among women, Pakistani and Bangladeshi Londoners are far less likely to be in work than White British women - recent national estimates place their employment rate at around 46 per cent, compared with more than 70 per cent for White women. Structural discrimination, educational inequalities and caring responsibilities all play a role.

⁸ ONS, Annual Survey of Hours and Earnings, 2024

Gypsy, Roma and Traveller communities also face particularly poor outcomes, with over 30 per cent of people recorded as long-term unemployed or having never worked⁹.

Mitigation

The ITS embeds systemic reform by requiring occupational pathways and employer-led systems to be inclusive and by aligning training with growth sector demand. The GLW plan will provide co-located hubs designed to reach under-represented groups, sector-specific mentoring, and stronger enforcement of workplace rights.

The risk is that reform does not automatically translate into improved outcomes for racially minoritised groups. Mitigation will involve targeted outreach, integration of equalities monitoring into all funded provision, and employer accountability mechanisms to ensure fair recruitment and progression practices.

4.1.8 Religion or belief

Impact

While the ITS is not specifically targeting religious groups, it is important to acknowledge that some religious communities face particular employment challenges. National statistics indicate, for example, that Muslims have the lowest employment rate of all religious groups in England and Wales¹⁰. This “Muslim employment penalty” has been observed consistently in data since 2012. Potential causes include discrimination in hiring and lower labour market participation among Muslim women - often linked to cultural norms or lack of childcare.

Additionally, strict workplace or training schedules that conflict with religious practices (prayer times, dietary requirements, religious holidays) can deter participation¹¹.

Mitigation

The ITS addresses this by embedding flexible and inclusive system design, while the GLW plan ensures support through co-located hubs and engagement with community organisations.

Risks include persistent discrimination in recruitment and training. Mitigation will involve monitoring equalities outcomes by religion or belief where data allows.

⁹ ONS, *Annual Population Survey, 2025*

¹⁰ Religion, education and work in England and Wales - Office for National Statistics

¹¹ Sweida-Metwally, S., ‘Does the Muslim penalty in the British labour market dissipate after accounting for so-called “sociocultural attitudes”?’ , *Ethnic and Racial Studies*, 2022.

4.1.9 Sexual orientation

Impact

According to 2021 Census data, of all sexual orientation groups, people who identified as gay or lesbian were most likely to be in employment, including self-employed (70.4per cent compared with 57.2per cent in the overall population of England and Wales). They were also the least likely to be economically inactive (24.8per cent compared with 39.4per cent in the overall population). The fact that there were more people who identified as gay or lesbian in working age groups and fewer in older age groups is likely to explain this. In the overall population of England and Wales, most economically inactive people are older retirees¹². At present, there is no equivalent breakdown available at the London level.

Workplace experience data highlights significant inequalities. UK-level research by Stonewall found that two in five (39 per cent) LGBTQ+ employees still feel the need to hide the fact they are LGBTQ+ at work. Nearly a third (31 per cent) did not agree they could be themselves at work; of these, more than half (53 per cent) reported experiencing discrimination, including verbal or physical abuse or feeling excluded¹³.

Mitigation

The ITS embeds inclusive recruitment and employer standards, requiring systemic cultural change in workplaces. The GLW plan strengthens this through Good Work accreditation, equality requirements in procurement, and targeted employer training.

The risk is that improvements are uneven. Mitigation will include partnership with LGBTQ+ organisations and monitoring of inclusion in workplaces across sectors.

4.2 Other impacted groups

4.2.1 Parents and carers

Impact

Parents and carers also experience barriers to the labour market. “Looking after family or home” remains one of the most common reasons for inactivity in London, accounting for around 22 per cent of the total¹⁴. Caring responsibilities continue to impact women’s participation in the labour market, despite maternal employment having recovered somewhat since the pandemic. Lack of affordable childcare and flexible jobs remain key obstacles, alongside the demands of unpaid care for older or disabled relatives.

¹² ONS, Census, 2021

¹³ Stonewall, <https://www.stonewall.org.uk/news/new-research-shows-almost-40-of-lgbtq-employees-still-hide-their-identity-at-work>, 2025

¹⁴ ONS, *Annual Population Survey, April 2024 - March 2025*

Mitigation

The ITS addresses this by embedding childcare and flexibility within system design, ensuring careers pathways are accessible to those with caring responsibilities. The GLW plan reinforces this through supporting childcare costs, employer standards on flexible working, and integrated hub support.

Risks include insufficient childcare supply, employer inconsistency, and inflexible training. Mitigation will involve promoting flexible training schedules, and monitoring outcomes for parents and carers.

4.2.2 Care-leavers

Impact

Care-leavers are at a higher risk of exclusion from the labour market. National data shows that 39 per cent of 19–21 year-old care leavers were NEET in 2023-24, compared with around 12–13 per cent of all young people¹⁵. This highlights the scale of disadvantage and the need for targeted support.

Mitigation

The ITS explicitly recognises this group in its framework, embedding system-level responsibility for targeted outreach and support. The GLW plan provides immediate delivery through mentoring, and integration into careers pathways. Care-experienced young people are also a priority group for the Trailblazer programme.

The risk is insufficient data and inconsistent identification of care leavers. Mitigation will involve closer collaboration with local authorities and care charities, improving data collection, and embedding dedicated support in local delivery.

4.2.3 Londoners with no or low skills

Impact

Skills and qualifications remain one of the strongest predictors of employment. Employment rates are close to 90 per cent among those qualified to Regulated Qualifications Framework (RQF) Level 4 or above, compared with less than 50 per cent for those with no qualifications¹⁶. Around 5.6 per cent of working-age Londoners still report no qualifications.

Mitigation

The ITS embeds systemic change by creating lifelong learning pathways, coordinating

¹⁵ Department for Education, Children looked after in England including adoptions, 17-21 year old care leavers activity, 2024

¹⁶ ONS, Annual Population Survey, 2025

more efficient delivery of English for Speakers of Other Languages (ESOL) services and making essential skills a guaranteed entitlement while aligning provision with employer demand. The GLW plan will target outreach to groups of Londoners who are overrepresented amongst those with low skills.

The risk is that those furthest from the labour market may remain excluded without personalised support. Mitigation will involve targeted outreach and tailored guidance.

5. Strategies to Address Intersectionality

Many Londoners experience overlapping barriers across multiple protected characteristics — for example, young Black men, disabled women with caring responsibilities, or older workers with low skills. These compounded disadvantages often create deeper and more persistent inequalities, which are distinct from those when experienced singularly.

The ITS provides a systemic response to this by embedding inclusion into the design of an integrated, employer-led skills and employment system. By aligning training with employer demand, guaranteeing essential skills, and co-locating health, skills and careers services, the ITS aims to address the structural drivers of exclusion that cut across groups.

The GLW plan focuses on interventions that directly support Londoners who face multiple barriers and cross-service hubs that provide holistic, person-centred support.

Together, the strategies ensure that intersectional barriers are not treated in isolation but are addressed through coordinated, whole-system reform and practical delivery.

6. Tracking and Review

Equalities monitoring will be embedded in the governance of both strategies. Progress will be reported to the London Growth Mission Board. This will ensure equalities impacts are considered alongside economic and productivity outcomes.

Key elements of the tracking framework will include:

- Regular collection and publication of equalities data on participation and outcomes across all funded provision.
- Ongoing engagement with equalities organisations, boroughs, and providers to identify emerging risks or gaps.
- Periodic reviews of progress against equalities objectives, ensuring lessons are fed back into strategy implementation.
- Commissioning independent evaluation where appropriate to assess equalities impacts over time.

This approach will allow the GLA and its partners to adjust delivery in response to evidence, ensuring that the ITS and GLW plan remain inclusive in both design and impact.

7. Sign-off

This EqlA has been prepared to support the implementation of the ITS and the GLW plan. It demonstrates how equalities considerations have been embedded into both the long-term strategic framework and the immediate delivery plan.

The document will be submitted for sign-off through the GLA's established governance processes, ensuring that Mayoral approval of both strategies is informed by a comprehensive assessment of equalities impacts and mitigations.