

SUPPORTING LONDONERS TO BENEFIT FROM GROWTH – DELIVERY PLAN

Introduction

The GLA has defined a number of London-level, long-term outcomes which reflect Londoners' aspirations for the city and to which the GLA, in partnership with others, is working towards. The Mayoral mandate for this programme makes it clear that the programme should contribute to the following core London-level outcomes:

- Londoners have the skills they need to improve their lives
- Londoners have access to good work
- London's economy has the skills it needs to thrive.

These London level outcomes will be measured by:

Londoners have the skills they need to improve their lives	• % of Londoners without qualifications • % of Londoners with Level 3+ qualifications • % of Further Education (FE) and Skills learners with a positive destination (inc. employment and further learning)
Londoners have access to good work	• Employment rate (%) • Share of 16-64 unemployed or inactive and would like to work • Average job quality score
London's economy has the skills it needs to thrive	• % of employees who are not fully proficient • % of skills shortage vacancies • % of businesses providing on the job training

The mandate also makes it clear that this programme should make a substantive contribution to a wider set of London-level outcomes: Stable, long-term economic growth benefits all of London's communities; Londoners' incomes meet their everyday needs; Londoners live in a city that supports their physical and mental health.

Stable, long-term economic growth benefits all of London's communities	• Real annual Gross Value Added (GVA) growth rate (%) • GVA per hour worked (£/hr) • 90:10 ratio of household income inequality (after housing costs)
Londoners' incomes meet their everyday needs	• Proportion of Londoners struggling to make ends meet or having to go without basic needs • Percentage of people living in households with less than 50 per cent of contemporary median household income, after housing costs (severe low income) • Proportion with household bills in arrears

Londoners live in a city that supports their mental and physical health	• Healthy life expectancy at birth for males and females separately • Life expectancy at birth for males and females separately • Infant mortality rate
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Delivery and impact against these measures will be influenced by wider national economic conditions and central government policy decisions. Realising these outcomes will also depend on effective and sustained partnership working across the GLA, skills and education providers, employers, and local stakeholders.

Setting out the scale of the challenge

The London economy cannot achieve its full growth potential until all Londoners achieve their potential. It is paramount that Londoners are connected to opportunities that will help them contribute to and benefit from growth in the capital.

The Mayor of London is committed to helping create 150,000 good jobs over the current mayoral term, ensuring that economic opportunity is widely shared. This aligns with national objectives. The UK government has a target of 80 per cent employment, as part of its Growth and Opportunity missions. These ambitions are articulated in the London Growth Plan, which sets out a roadmap for sustainable and inclusive economic development. Central to this is the creation of a city-wide Inclusive Talent Strategy (ITS), integrating the system for skills, employment support, and career provisions. The core aim of the 'Supporting Londoners to Benefit from Growth' programme is to develop and deliver this system, which will be the Mayor's primary contribution to improving outcomes for Londoners in this area of work.

This system will foster diverse talent pipelines within sectors and enable Londoners from all backgrounds to access high-quality, well-paid jobs and careers.

We want the system to contribute to making London a city where economic growth translates into meaningful opportunities for all. We hope to see a more skilled and qualified workforce, higher employment rates, fewer employers struggling with skills shortages, and a more dynamic and inclusive labour market. By enabling more Londoners to secure good jobs, the Supporting Londoners to Benefit from Growth programme can help lift productivity and prosperity not only across the capital, but also in the wider national economy.

This delivery plan has been developed in tandem with the Boosting London's Growth Sectors delivery plan and interacts with the following delivery plans:

- Supporting and Inspiring Young Londoners (creating and supporting pathways for young Londoners into education, training, and employment, which includes a particular focus on Londoners who are or at risk of not in education, employment and training)
- Reducing Inequalities
- Accommodation and Wider Support for Those Who Need It Most
- Helping Local Economies to Thrive (supporting small businesses' skills gaps).

The scale of success of some work in this delivery plan depends on a sufficiently funded skills and employment sector, backed by national government investment and a commitment to the alignment and eventual devolution of powers to London.

Current barriers

This programme aims to tackle persistent, systemic challenges in London's careers, employment, and skills system, including skills shortages, mismatches between training and labour market needs, and declining investment in skills. The system is currently fragmented, not sufficiently focused on employers' needs and lacks the flexibility to respond effectively to changing economic demands.

Employer demand cooled after 2022, but London's vacancy rate was still amongst the highest in England in 2024. While skill-shortage vacancies fell between 2022 and 2024, skills gaps among existing workers remained high. The proportion of employees not fully proficient remains higher than before the pandemic (Employer Skills Survey 2024). Among London's working-age population, approximately 350,000 individuals lack formal qualifications, making it significantly harder for them to access employment opportunities.

Despite London's position as the UK's most productive region, not all Londoners are currently benefitting from the city's economic growth. Access to good work is often limited by complex, intersecting barriers, particularly for women, young Londoners, and underserved communities. These barriers include systemic discrimination, lack of access to quality education and training, and insufficient tailored employment support.

This programme, underpinned by the Mayor's Equality, Diversity, and Inclusion Strategy (2022), will focus on removing these barriers.

Delivering the outcomes through Supporting Londoners to Benefit from Growth

To achieve the Mayor's vision, the Inclusive Talent Strategy will:

- ensure it is easier for Londoners and employers to navigate careers advice and relevant training and employment support services. These services will be driven by the express needs of sectors that are key to London's growth. The services will provide high-quality careers advice, relevant training, tailored employment support and appropriate work experience for young people and adults, especially those facing the greatest barriers to good work
- provide quality sector-specific business support to employers to ensure their workplace practices and policies are fair and inclusive
- operate a 'no wrong door' approach, ensuring Londoners can access support regardless of their location or point of entry into the system
- enhance data sharing and collaboration between the skills, careers, and employment sectors, enabling a more agile and coordinated response to economic shifts and evolving workforce needs.

The ITS will deliver a system that will work alongside London's call to national government for a deeper devolution deal for skills, employment, and careers, including increased funding for adult skills.

GLA delivery plan

This delivery plan aims to realise the vision outlined in the ITS through four strategic ambitions, with projects grouped under each ambition and set out below:

1. *Creating an employer-led Inclusive Talent System and building talent pipelines.* This is about how we work with partners to build diverse talent pipelines to meet the skills needs of key sectors; support the transition to net zero; and generate good and well-paying jobs. Building on London's Local Skills Improvement Plan (LSIP), and international models, new employer-led partnerships will tackle the current disconnect between skills supply and demand.
2. *System coordination and breaking down barriers to opportunities.* This work will improve service integration, to address the fragmentation of the current skills, employment and careers system along with health services building on projects like No Wrong Door and international best practice. We will bring services together, so Londoners don't have to navigate a maze of disconnected support and that way no matter where someone starts, they'll be guided to the right help, whether it's skills training, careers advice, or job support. It will harness the power of community organisations, housing associations, and other trusted local partners to create one clear, supportive route into training, work or employment support, especially for those who are most often excluded.
3. *Embedding good work across the capital.* To ensure economic growth leads to better quality jobs and uproots systemic inequalities, we will expand the reach of the Good Work Standard and London's status as a Living Wage City. This will be achieved by increasing the accreditation of employers, promoting fair pay and building on initiatives like the Workforce Integration Network (WIN) to help inclusive recruitment, and progression opportunities, especially in growth sectors.
4. *Attracting investment and building capacity.* In response to chronic underfunding, the programme will seek new ways to attract investment into the skills, employment support and careers system from philanthropic sources, the private sector, through joint ventures and by promoting London as a destination for talent. There will be a focus on strengthening the Further Education (FE) workforce and ensuring high-quality delivery of essential and technical skills. This investment is critical to sustaining the long-term impact of the system and ensuring it can adapt to changing economic circumstances.

1. Creating an employer-led Inclusive Talent System and building talent Pipelines

- 1.1 *Establish a new system-wide approach to help build a stronger pipeline of diverse talent to fill key employer skills gaps and support increased productivity.* Key components of the system are outlined below:
 - 1.1.1 A new system governance body will be put in place to include employer representation which oversees London's reformed skills and employment

landscape, the integration of health services to support Londoners with health barriers and London's LSIP.

- 1.1.2 Sector Talent Boards and Pan-London Sectoral Hubs will be established to provide strategic leadership and operational oversight of London's Inclusive Talent System and better support employer co-investment. The Talent Boards will identify priorities and the Sectoral Hubs will focus on delivery of activities and coordination of the system. A key focus of these hubs will be working in partnership with the talent system to shape responsive training offers that meet employers' requirements and enable increased investment.
- 1.1.3 Sub-regional resources will support local coordination and engagement of the talent system responding to local and sub-regional skills gaps as outlined in the LSIP.
- 1.1.4 The GLA will work with BusinessLDN and London's Employer Representative Bodies (ERBs), to refresh the three-year LSIP starting in Autumn 2025 for publication in June 2026. Activity funded as part of this programme will support the implementation of LSIP priorities, including embedding green skills and knowledge in provision relevant to each priority growth sector.

The wider outcomes of the employer-led system will be quite diffuse and difficult to measure. Officers will identify ways of tracking impact that are likely to include employer surveys.

We will know this project has succeeded when:

- a) by the end of 2025-26, 25 key employers or industry stakeholders from priority sectors (Construction, Creative and Life Sciences) have actively participated in pilot sector-specific employer boards
- b) by the end of 2026-27, 150 employers have actively engaged with the Talent Boards, pan-London sector hubs and sub-regional hubs
- c) there is increasing alignment between training provision and stated priority skills of the Sector Talent Boards by the end of 2027-28
- d) there is a consistent year-on-year increase in employer co-investment in training provision relevant to Talent Board priority sectors
- e) there is a consistent year-on-year increase in employers engaged reporting satisfaction with the new approach – captured through a survey to be developed.

The employer-led system will facilitate alignment of training provision to the priorities of the Talent Boards and the LSIP resulting in increased learner participation and positive employment outcomes for priority growth sectors. This will support the delivery of success measures, which are reported as part of the talent pipeline and essential skills and progression pathways initiatives referred to below. We also expect to increase relevance of wider skills and employment offers to growth sector employer need where the Mayor does not directly fund delivery, such as apprenticeships.

Expected delivery:

- a) new skills, employment and careers overarching system advisory forum (a new supporting body of the Growth Mission Board) to be established in Autumn 2025
- b) pilot sector talent boards/partnerships covering construction (including green skills), creative industries and life sciences sectors launched in Autumn 2025 as part of the ITS launch
- c) permanent sector talent boards covering construction (including green skills), creative industries and life sciences sectors in place from Spring 2026, with other boards covering hospitality, health and social care sectors to follow later in 2026
- d) commissioning of Talent Board sector hub activity for pilot sectors and sub-regional hub activity to launch in Autumn 2025 with delivery to commence from April 2026
- e) by the end of 2025-26, we will review learning and implementation to date and apply any necessary lessons.

1.2 *Establish sector-focused talent pipelines to align training with sector needs and support Londoners into good jobs.*

We will know this project has succeeded when:

- a) the number of Londoners supported through the talent pipelines in London's key sectors is growing, to be tracked yearly through delivery of commissioned adult skills programmes (inclusive of Skills Bootcamps¹ and the London Talent Pathways Fund²)
- b) the number of Londoners securing 'good' work has grown, to be tracked yearly through delivery of commissioned adult skills programmes (inclusive of Skills Bootcamps and the London Talent Pathways Fund)
- c) the number of Londoners in work who have completed an industry relevant vocational qualification and have progressed into a better job (i.e. higher pay, increased responsibilities, move into permanent employment) has increased, to be tracked yearly through delivery of commissioned adult skills programmes (inclusive of Skills Bootcamps and the London Talent Pathways Fund)
- d) commissioned talent pipeline programmes are delivering positive economic outcomes such as supporting progression, into work, within work and into higher level training, particularly for target groups of Londoners.

¹ The Skills Bootcamps for Londoners programme are flexible training courses for adults aged 19 and over to help them access better, higher-paying jobs. They last up to 16 weeks and offer participants a job interview on completion. Up to £30m will be invested into Skills Bootcamps in London in 2025-26. It also supports employers by addressing skills shortages and boosting productivity. The programme aligns with major London strategies and supports key economic sectors. Delivered by the Greater London Authority and funded by the UK government, it offers flexible, higher-level training based on employer needs.

² The London Talent Pathways Fund will invest up to £97.5 million over three years to provide vocational skills training for low-income and underrepresented Londoners, supporting key city priorities. The project aims to help about 21,000 people per year, focusing on those out of work or in low-paid jobs, by offering industry-relevant skills and ongoing support for career progression. Training targets key sectors like business services, hospitality, creative industries, digital, construction, health and social care, and life sciences, with employer input ensuring alignment with sector needs.

Expected delivery:

- a) launch an expanded talent pipelines offer, including Skills Bootcamps (in Summer 2025) for delivery in 2025 and Adult Skills Fund (ASF) London Talent Pathways commissioning (for delivery in the 2026-29 academic years) in Autumn 2025
- b) delivery of London Talent Pathways, a two-year programme with the possibility to be extended for a third year (subject to approval) to commence August 2026
- c) establish sector-focused talent pipelines to align training with sector needs and support Londoners into good jobs
- d) commence training delivery for the additional £4.7m construction Free Courses for Jobs funding including planning for £1m procurement with employers.

1.3 *Upskilling for resilience*

This work is about targeted support for SMEs and sectors with at-risk employees and aims to upskill people in work, boost in-work progression, and strengthen businesses with a skilled and more resilient workforce. It will do this through training and support delivered via key partnerships that can more directly reach target groups. Specifically, it will continue and build on the work of existing partnerships including the London Union Learn Programme³ (LULP) and Grow London Local (GLL)⁴.

We will know this project has succeeded when:

- a) the target number of employers and learners engaged through GLL and the LULP is met or exceeded. For GLL, the target is to achieve 1,888 skills referrals across in person- and digital skills brokerage services for the 2025-26 Financial Year
- b) participating employers report increased awareness of activities that support them to upskill their workforce and/or report reductions in skills shortages
- c) participation in learning leads to positive economic outcomes for in work- learners including in work progression.

Expected delivery:

- a) second phase of LULP to launch in Autumn 2025
- b) GLL (running from April 2025 to March 2026) will include quarterly impact reports, a pulse survey on small business needs and a survey of SMEs that have used GLL's in-person service six months after being referred to skills support; an end of project insights report will be delivered by May 2026.

2. System coordination and breaking down barriers to opportunities

³ The London Union Learning Programme is a GLA partnership programme. We work with the Trades Union Congress (TUC) and affiliated trade unions to support Union Learning Representatives (ULRs). It works to create accessible training pathways for workers, especially those in low paid or low skilled roles, or insecure work by helping them find the best learning opportunities to empower and upskill themselves inside and outside of work.

⁴ GLL offers business support to London's small and medium sized enterprises. It is delivered by London & Partners, the growth agency for London, and supported by the Mayor of London.

2.1 *No Wrong Door*

This project aims to strengthen access to skills, careers, and employment by making the system more navigable and inclusive. It will achieve this by integrating services and ensuring that there are clear progression routes into work or training. The project will support improvements in the commissioning of essential skills to be more effective at equipping people to progress into and within work.

We will know this project has succeeded when:

- a) the Get London Working Plan⁵ and its actions, agreed in partnership with key stakeholders including London Councils, London's Job Centres and London's NHS including Integrated Care Boards, are completed
- b) a new formal partnership to convene the key players in the work, health and skills space to agree a strategic vision is created. This vision will guide the co-design of future integrated employment support provision and funding decisions such as the inclusion of employment support in Neighbourhood Health Service development
- c) there are effective data sharing policies established and practiced between key services and partners. This will enable improved data analysis to inform service delivery and commissioning. This will be underpinned by the development and agreement of a defined common set of targets and outputs to monitor London's employment support programmes
- d) the employment support trailblazers in London are successfully delivered – i.e. the trailblazers are meeting targets for improving employment outcomes for target groups of economically inactive people and young people. The evaluation will inform our understanding the impact of these test-and-learn programmes, while offering a clearer picture of London's employment support delivery in general.

Expected delivery:

- a) new skills, employment and careers overarching system advisory forum (a new supporting body of the Growth Mission Board) to be established in Autumn 2025
- b) completion of first year of delivery of London's five employment support trailblazers by March 2026
- c) finalise plans for extended delivery of those trailblazers in 2026-27 by Autumn 2025.

2.2 *Essential skills and progression pathways*

This project will deliver training in essential skills funded through London's adult skills programme and provide clear routes for people to progress from that training into good jobs.

⁵ The Get London Working Plan is the capital's local plan focussed on reducing economic inactivity and to reduce unemployment. The plan has been developed in partnership with local job centres, Integrated care boards, local government and the GLA. The plan will also support London government, key stakeholders and wider public services, including the NHS and DWP, to manage and align current provision and to inform decisions on future commissioning, activity and support.

We will know this project has succeeded when:

- a) over the next three years, there is a significant increase in the proportion of learners progressing from essential skills and lower-level skills provision into positive economic outcomes including a new or improved job, or higher-level learning over the next three years
- b) there is a growing number of employers in key sectors recognising the quality of essential skills provision in London, understanding it as a marker of work-readiness and who are directly recruiting from this trained talent pool
- c) the proportion of Londoners from key target groups – i.e. those who do not have qualifications, speak English as an additional language, or are looking for work – progressing from essential skills courses into higher-level learning or employment is increasing.

Expected delivery:

- a) publication of the ITS by Autumn 2025 setting out an essential skills guarantee which includes:
 - piloting the rollout of Skills Passports badging essential skills to meet sectoral requirements and recognised by employers [Academic Year 2026-27]
 - assessing existing models of English for Speakers of Other Languages (ESOL) coordination to understand what is working well and consider how these approaches could be scaled across London [Academic Year 2026-27]
- b) agreement of multi-year delivery plans with training providers to deliver essential skills guarantee and support progression into new or improved jobs and/or higher learning [Academic Year 2026-27].

2.3 *Supported Navigation for Londoners*

This project will reach diverse communities, through trusted community organisations, to connect Londoners with skills and employment support opportunities, as well as other local support networks to tackle barriers to achieving their learning and employment goals.

We will know this project has succeeded when:

- a) by September 2028, community groups and services delivering the Skills for Londoners Community Outreach Programme will be better embedded in London's employer-led Inclusive Talent System. They will have established more long-term, sustainable partnerships with London's skills providers with developed referral pathways for Londoners to access adult learning and employment support measured by a minimum referral rate of 50 per cent of Londoners engaged by the interventions.

Expected delivery:

- a) delivery of the 2025-26 Skills for Londoners Community Outreach Project.

- b) develop the new 2026-27 multi-year Skills for Londoners Community Outreach work by Autumn 2025
- c) commence delivery of the Skills for Londoners Community Outreach work for 2026-27 by September 2026.

2.4 *Inclusive Talent System Digital Front Door*

This project will scope the delivery of a digital front door into the Inclusive Talent System for Londoners. It will begin with the development of a minimum viable product focussed on young people (part of London's youth guarantee trailblazer). The development of the platform will need to align with the government's recently announced intention to pilot a new feature for the Gov App to help 16–24-year-olds explore careers, training and jobs.

We will know this project has succeeded when:

- a) we have produced and tested a minimum viable product with target users and agreed next steps (i.e. for potential further development or expansion).

Expected delivery:

- a) hold co-design workshops with young people and advisors to begin scoping the digital platform (fourth quarter 2025-26)
- b) begin development of minimum viable product (first quarter 2026-27).

3. Embedding good work across the capital and protecting good jobs for Londoners

3.1 *Partnering for Good Work*

This project will work to advance London's efforts to be a centre of good work and fair pay. It will provide bespoke support to employers in key sectors to improve the diversity of London's workforce. It will improve access to good work for all Londoners, and implement inclusive procurement approaches focused on embedding fair, inclusive employment practices and skills and employment opportunities across the GLA Group.

We will know this project has succeeded when:

- a) the number of Living Wage accredited organisations headquartered in London increases, with 2,000 accreditations in the next four years
- b) more Londoners benefit from the principles of good work and the number of GLA group suppliers accredited to the Mayor's Good Work Standard has doubled to 104 by 2028
- c) the current WIN delivery concludes successfully, measured by over 40 per cent of London's NHS trusts engaged in the Design Lab and/or legacy and 700 Londoners from Black, Asian, or other ethnic minority backgrounds accessing good work opportunities with employers within growth sectors – to be delivered through the Inclusive Talent Brokerage project pilot by December 2026

- d) the principles and learnings from WIN are embedded into the work of the new pan-London Sector hubs and sub regional hubs.

Expected delivery:

- a) key milestones and measures for Living Wage accreditations to be agreed in Autumn 2025 through funding agreement with the Living Wage Foundation. Delivery will be through the Foundation's 'Making London work for all' project, which is expected to run until 2030
- b) delivery across the GLA Group through the actions in the Responsible Procurement Delivery Plan (covering the period 2025-2028). GLA Group impact and case study report to be published early 2026
- c) launch Health Sector Design Lab cohort in December 2025
- d) publish the WIN Design Lab Principles for Business in February 2026.

4. Attracting investment and building capacity

4.1 *Promoting London's skills excellence and increase funding and resources into the skills system*

This project will position London as the UK's leading place to learn by showcasing skills excellence and driving investment. It will include raising the profile of high-quality training opportunities that deliver outcomes for employers and Londoners through targeted communications and engagement, larger set piece events and editorials. We will know this project has succeeded when:

- a) the majority of Londoners are aware of skills opportunities and how to access training and support should they need to (reported via surveys)
- b) there is an increase in employers and partners championing London skills and talent in partnership with the Mayor.

Expected delivery:

- a) delivery of the London Learning Awards by November 2025
- b) targeted follow up campaigns in place by the end of 2025-26 that engage key groups of Londoners and employers with quality talent development offers that are right for them
- c) key set piece press and communications with partners each quarter from early 2026 onwards.

4.2 *The London Learning Investment Programme*

This project aims to tap into philanthropy, corporate social responsibility (CSR), and the forthcoming Lifelong Learning Entitlement to boost funding and expand access to education and training for all.

We will know this project has succeeded when:

- a) new projects/activities are delivered in partnership (e.g. through co-funding or in-kind support) with external stakeholders to support key priorities that expand the existing reach of the Mayor's core skills programmes. Specific targets and measures will be developed following recommendations and findings from commissioned research (see below)
- b) more effective projects initiated by employers, voluntary and community sector (VCS) or public sector are scaled up by partnering with London's Inclusive Talent System.

Expected delivery:

- a) implement the recommendations from The Work Foundation commissioned research (due to deliver a final report early 2026) into examples of co-design and co-investment, starting April 2026.

4.3 *Boosting teaching capacity and capability for London's Adult Education sector*

This project will support leaders in adult education to strengthen their workforce and facilities, so they can deliver high-quality, inclusive training that matches employer needs.

We will know this project has succeeded when:

- a) at least, 25 GLA-funded FE Providers benefit from workforce or facilities support that is coordinated by the GLA based on currently available capital funds
- b) GLA-funded providers report increased confidence in their ability to strengthen their workforce and facilities, leading to a reduction in vacancies, an increase in teaching staff with sector-specific skills and improved accessibility to industry standard resources.

Expected delivery:

- a) a plan for identified Skills Capital funding is put in place and approved by April 2026
- b) a suite of co-designed teaching workforce development interventions is planned to support the adult education sector respond to priority sector skills needs by April 2026.

Delivery plan consolidated resources:

Project	Revenue			Capital		
	2025-26 £000	2026-27 £000	2027-28 £000	2025-26 £000	2026-27 £000	2027-28 £000
1. Creating an employer-led Inclusive Talent System and building talent pipelines. Sub-total	£26,087	£58,646	£58,646	£0	£0	£0
1.1 Employer-led boards/partnerships	£5,287	£5,246	£5,246			
1.2 Talent pipelines for London's key sectors	£19,650	£52,150	£52,150			
1.3 Upskilling for Resilience	£1,150	£1,250	£1,250			
2. System coordination and breaking down barriers to opportunities. Sub-total	£356,143	£323,513	£323,501	£0	£0	£0
2.1 No Wrong Door	£21,861	£21,872	£21,877			
2.2 Essential skills and progression pathways	£332,782	£300,141	£300,124			
2.3 Supported Navigation for Londoners	£1,500	£1,500	£1,500			
2.4 Inclusive Talent System Digital Front Door	TBD	TBD	TBD	TBD	TBD	TBD
3. Embedding good work across the capital Sub-total	£2,434	£1,469	£1,471	£0	£0	£0
3.1 Partnering for Good Work	£2,434	£1,469	£1,471			
4. Attracting investment and building capacity Sub-total	£1,238	£1,302	£1,321	£15,405	£0	£0
4.1 Promoting London's skills excellence	£291	£250	£327			
4.2 The London Learning Investment Programme	£0	£0	£0			
4.3 Boosting teaching capacity and capability for London's FE sector	£947	£1,052	£994	£15,405	TBD	TBD
Supporting Londoners to Benefit from Growth delivery plan TOTAL	£385,902	£384,929	£384,938	£15,405	£0	£0

* TBD - Projects are currently being scoped and a separate decision will be sought for the project expenditure once scoping is complete. Funding will be covered within existing external funding reserves (ASF and Skills Capital) from previous years.

Contribution to the GLA's cross-cutting priorities

This programme will primarily contribute to delivering the following GLA cross-cutting priorities:

- **Addressing structural inequalities** – projects in this plan will recognise and address structural inequalities in London's labour market and promote fairer, more inclusive recruitment practices and working conditions. These will be focused on supporting the most vulnerable and those who are under-represented in London's labour market, and in high-quality/high-wage jobs within key sectors.
- **Net Zero** – projects in this plan will develop the skilled workforce needed to support London's ambition to be net zero by 2030 and support the FE sector to directly contribute to those targets in their role as anchor institutions.
- **Health in All Policies** – work has long been recognised to be a core determinant of health and should be considered as a health outcome. Projects in this plan will support economically inactive Londoners to participate in the labour market and improve wellbeing and productivity through increased access to Good Work.
- **Night-time economy** – projects in this plan will ensure the night-life sector has access to the skilled workforce it needs to thrive as a core element of London's visitor economy.

Monitoring delivery

Table 1 shows the core London-level outcomes related to the Supporting Londoners to Benefit from Growth Programme which will be monitored and reported annually in the Mayor's State of London report.

Table 1: Core London-Level outcomes

London level outcome statement	Indicators	Source	Frequency	Lag	Availability
Londoners have the skills they need to improve their lives	% of Londoners without qualifications	Annual Population Survey	Annual	1 year	Publicly available
	% of Londoners with Level 3+ qualifications	Annual Population Survey	Annual	1 year	Publicly available
	% of FE and skills learners with a positive destination (inc. employment and further learning)	FE Outcomes (LEO)	Annual	2 years	Publicly available
Londoners have access to good work	Employment rate (%)	ONS	Monthly (rolling quarterly)	1 month	Publicly available
	Share of 16-64 unemployed or inactive and would like to work	ONS/GLA	Quarterly	3 months	Publicly available
	Average job quality score	ONS/GLA	Annual	3 months	Publicly available but some further work required by GLA Economics
London's economy has the skills it needs to thrive	% of employees who are not fully proficient	Employer Skills Survey	Biennial	2 years	Publicly available
	% of skills shortage vacancies	Employer Skills Survey	Biennial	2 years	Publicly available
	% of businesses providing on the job training	Employer Skills Survey	Biennial	2 years	Publicly available

This delivery plan lays out the projects we will deliver across this programme to make a positive difference to the London-level outcomes: Londoners have the skills they need to improve their lives; Londoners have access to good work; and London's economy has the skills it needs to thrive.

The following table collates the key programme outputs across the four key areas. We will track delivery of these to be sure that our work to contribute to the London-level outcome is on track:

1	Creating an employer-led Inclusive Talent System and building talent Pipelines
1.1	<i>Project: Employer Boards/Partnerships.</i> <i>Success:</i> a) by the end of 2026-27, 150 employers have actively engaged with the Talent Boards, pan-London sector hubs and sub-regional hubs b) there is increasing alignment between training provision and stated priority skills of the Sector Talent Boards by the end of 2027-28 c) there is a consistent year-on-year increase in employer co-investment in training provision relevant to Talent Board priority sectors d) there is a consistent year-on year increase in employers engaged reporting satisfaction with the new approach – captured through a survey to be developed. <i>Expected delivery:</i> a) new skills, employment and careers overarching system advisory forum (a new supporting body of the Growth Mission Board) to be established in Autumn 2025 b) pilot sector talent boards/partnerships covering construction (including green skills), creative industries and life sciences sectors launched in Autumn 2025 as part of the ITS launch c) permanent sector talent boards covering construction (including green skills), creative industries and life sciences sectors in place from Spring 2026, with other boards covering hospitality, health and social care sectors to follow later in 2026 d) commissioning of Talent Board sector hub activity for pilot sectors and sub-regional hub activity to launch in Autumn 2025 with delivery to commence from April 2026 e) by the end of 2025-26, we will review learning and implementation to date and apply any necessary lessons.
1.2	<i>Project: Talent pipelines for London's key sectors</i> <i>Success:</i> a) the number of Londoners supported through the talent pipelines in London's key sectors is growing, to be tracked yearly through delivery of commissioned adult skills programmes (inclusive of Skills Bootcamps and the London Talent Pathways) b) the number of Londoners securing 'good' work has grown, to be tracked yearly through

	delivery of commissioned adult skills programmes (inclusive of Skills Bootcamps and the London Talent Pathways Fund) c) the number of Londoners in work who have completed an industry relevant vocational qualification and have progressed into a better job (i.e. higher pay, increased responsibilities, move into permanent employment) has increased, to be tracked yearly through delivery of commissioned adult skills programmes (inclusive of Skills Bootcamps and the London Talent Pathways Fund) d) commissioned talent pipeline programmes are delivering positive economic outcomes such as supporting progression, into work, within work and into higher level training, particularly for target groups of Londoners. <i>Expected delivery:</i> a) launch an expanded talent pipelines offer, including Skills Bootcamps (in Summer 2025) for delivery in 2025 and Adult Skills Fund (ASF) London Talent Pathways commissioning (for delivery in the 2026-29 academic years) in Autumn 2025 b) delivery of London Talent Pathways, a two-year programme with the possibility to be extended for a third year (subject to approval) to commence August 2026 c) establish sector-focused talent pipelines to align training with sector needs and support Londoners into good jobs d) commence training delivery for the additional £4.7m construction Free Courses for Jobs funding including planning for £1m procurement with employers.
1.3	<i>Project: Upskilling for Resilience</i> <i>Success:</i> a) The target number of employers and learners engaged through GLL and the LULP is met or exceeded. For GLL, the target is to achieve 1,888 skills referrals across in-person and digital skills brokerage services for the 2025-2026 Financial Year. b) Participating employers report increased awareness of activities that support them to upskill their workforce and/or report reductions in skills shortages. c) Participation in learning leads to positive economic outcomes for in-work learners including in work progression. <i>Expected delivery:</i> a) second phase of LULP to launch in Autumn 2025 b) GLL (running from April 2025 to March 2026) will include quarterly impact reports, a pulse survey on small business needs and a survey of SMEs that have used GLL's in-person service six months after being referred to skills support; an end of project insights report will be delivered by May 2026.
2	System coordination and breaking down barriers to opportunities
2.1	<i>Project: No Wrong Door</i> <i>Success:</i> a) The Get London Working Plan and its actions, agreed in partnership with key stakeholders including London Councils, London's Job Centres and London's NHS

	including Integrated Care Boards, are completed. b) A new formal partnership to convene the key players in the work, health and skills space to agree a strategic vision is created. This vision will guide the co-design of future integrated employment support provision and funding decisions such as the inclusion of employment support in Neighbourhood Health Service development. c) There are effective data sharing policies established and practiced between key services and partners. This will enable improved data analysis to inform service delivery and commissioning. This will be underpinned by the development and agreement of a defined common set of targets and outputs to monitor London's employment support programmes. d) The employment support trailblazers in London are successfully delivered – i.e. the trailblazers are meeting targets for improving employment outcomes for target groups of economically inactive people and young people. The evaluation will inform our understanding the impact of these test-and-learn programmes, while offering a clearer picture of London's employment support delivery in general. <i>Expected delivery:</i> a) new skills, employment and careers overarching system advisory forum (a new supporting body of the Growth Mission Board) to be established in Autumn 2025 b) completion of first year of delivery of London's five employment support trailblazers by March 2026 c) finalise plans for extended delivery of those trailblazers in 2026-27 by Autumn 2025.
2.2	<i>Project: Essential skills and progression pathways</i> <i>Success:</i> a) over the next three years, there is a significant increase in the proportion of learners progressing from essential skills and lower-level skills provision into positive economic outcomes including a new or improved job, or higher-level learning over the next three years b) there is a growing number of employers in key sectors recognising the quality of essential skills provision in London, understanding it as a marker of work-readiness and who are directly recruiting from this trained talent pool c) the proportion of Londoners from key target groups – i.e. those who do not have qualifications, speak English as an additional language, or are looking for work – progressing from essential skills courses into higher-level learning or employment is increasing. <i>Expected delivery:</i> a) publication of the ITS by Autumn 2025 setting out an essential skills guarantee which includes: • piloting the rollout of Skills Passports badging essential skills to meet sectoral requirements and recognised by employers [Academic Year 2026-27] • assessing existing models of English for Speakers of Other Languages (ESOL) coordination to understand what is working well and consider how these approaches could be scaled across London [Academic Year 2026-27]

	b) agreement of multi-year delivery plans with training providers to deliver essential skills guarantee and support progression into new or improved jobs and/or higher learning [Academic Year 2026-27].
2.3	<i>Project: Supported Navigation for Londoners</i> <i>Success:</i> a) By September 2028, community groups and services delivering the Skills for Londoners Community Outreach Programme will be better embedded in London's employer-led Inclusive Talent System. They will have established more long-term, sustainable partnerships with London's skills providers with developed referral pathways for Londoners to access adult learning and employment support measured by a minimum referral rate of 50 per cent of Londoners engaged by the interventions. <i>Expected delivery:</i> a) delivery of the 2025-26 Skills for Londoners Community Outreach Project b) develop the new 2026-27 multi-year Skills for Londoners Community Outreach work by Autumn 2025 a) commence delivery of the Skills for Londoners Community Outreach work for 2026-27 by September 2026.
2.4	<i>Project: Inclusive Talent System Front Door</i> <i>Success:</i> a) we have produced and tested a minimum viable product with target users and agreed next steps (i.e. for potential further development or expansion). <i>Expected delivery:</i> a) hold co-design workshops with young people and advisors to begin scoping the digital platform (fourth quarter 2025-26). b) begin development of minimum viable product (first quarter 2026-27).
3	Embedding good work across the capital
3.1	<i>Project: Partnering for Good Work</i> <i>Success:</i> a) the number of Living Wage accredited organisations headquartered in London increases, with 2,000 accreditations in the next four years b) more Londoners benefit from the principles of good work and the number of GLA Group suppliers accredited to the Mayor's Good Work Standard has doubled to 104 by 2028 c) 40 per cent of London's NHS trusts engaged in the WIN Design Lab and/or legacy offer for employer that have participated in the Design Lab previously d) the current WIN delivery concludes successfully, measured by over 40 per cent of London's NHS trusts engaged in the Design Lab and/or legacy and 700 Londoners from Black, Asian, or racially minoritised backgrounds accessing good work opportunities with employers within growth sectors – to be delivered through the Inclusive Talent

	Brokerage project pilot by December 2026 e) the principles and learnings from WIN are embedded into the work of the new pan-London Sector hubs and sub regional hubs. <i>Expected delivery:</i> a) key milestones and measures for Living Wage accreditations to be agreed in Autumn 2025 through funding agreement with Living Wage Foundation. Delivery will be through the Foundation's 'Making London work for all' project, which is expected to run until 2030 b) delivery across the GLA Group through the actions in the Responsible Procurement Delivery Plan (covering the period 2025-2028). GLA Group impact and case study report to be published early 2026 c) launch Health Sector Design Lab cohort in December 2025 d) publish the WIN Design Lab Principles for Business in February 2026.
4	Attracting investment and building capacity
4.1	<i>Project: Promoting London's skills excellence</i> <i>Success:</i> a) the majority of Londoners are aware of skills opportunities and how to access training and support should they need to (reported via surveys) b) an increase in employers and partners championing London skills and talent in partnership with the Mayor. <i>Expected delivery:</i> a) delivery of the London Learning Awards by November 2025 b) targeted follow up campaigns in place by the end of 2025-26 that engage key groups of Londoners and employers with quality talent development offers that are right for them c) key set piece press and communications with partners each quarter from early 2026 onwards.
4.2	<i>Project: The London Learning Investment Programme</i> <i>Success:</i> a) new projects/activities are delivered in partnership (e.g. through co-funding or in-kind support) with external stakeholders to support key priorities that expand the existing reach of the Mayor's core skills programmes. Specific targets and measures will be developed following recommendations and findings from commissioned research (see below) b) more effective projects initiated by employers, voluntary and community sector (VCS) or public sector are scaled up by partnering with London's Inclusive Talent System. <i>Expected delivery:</i> a) implement the recommendations from The Work Foundation commissioned research

	(due to deliver a final report early 2026) into examples of co-design and co-investment, starting April 2026.
4.3	<i>Project: Boosting teaching capacity and capability for London's FE sector</i> <i>Success:</i> a) at least, 25 GLA-funded FE Providers benefit from workforce or facilities support that is coordinated by the GLA based on currently available capital funds b) GLA-funded providers report increased confidence in their ability to strengthen their workforce and facilities, leading to a reduction in vacancies, an increase in teaching staff with sector-specific skills and improved accessibility to industry standard resources. <i>Expected delivery:</i> a) a plan for identified Skills Capital funding is put in place and approved by April 2026 b) a suite of co-designed teaching workforce development interventions is planned to support the adult education sector respond to priority sector skills needs by April 2026.