

West London Annex to the London Local Skills Improvement Plan

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Delivered by



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Alliance



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[Appendices - Download the full West London evidence base >>](#)

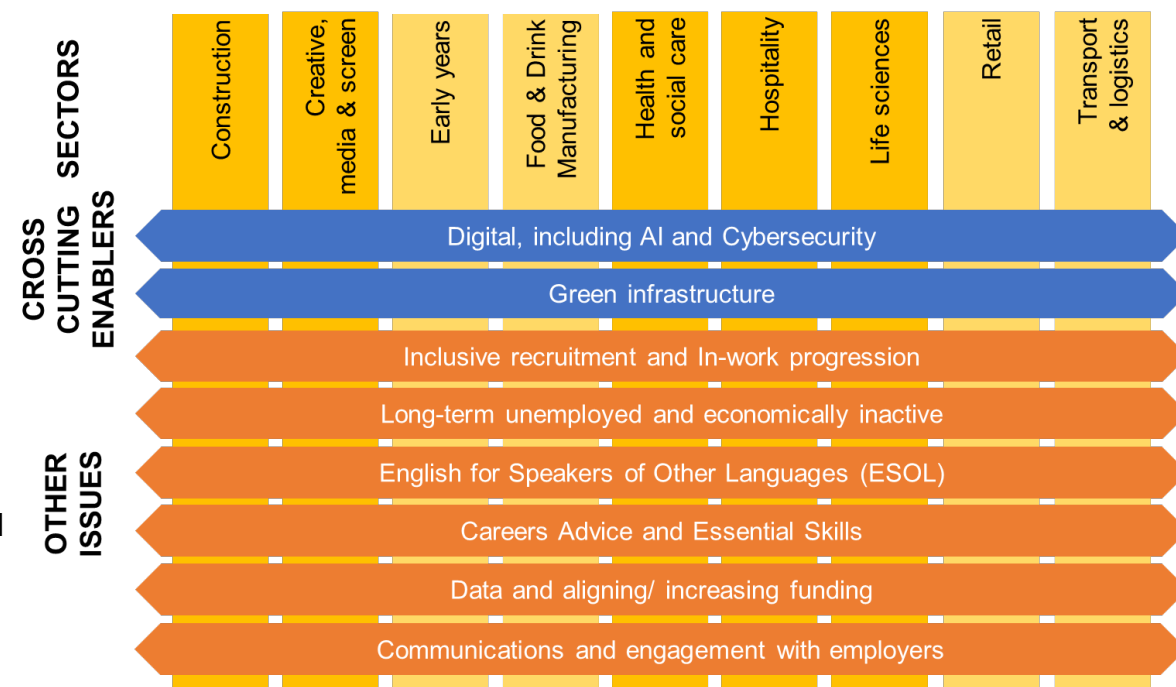
Executive Summary

The West London Annex to London's LSIP sets out “a clear articulation of employers' skills needs and the priority changes required in the local area to help ensure post-16 technical education and skills provision is more responsive and flexible in meeting local labour market skills needs.” It is produced to support effective collaboration between employers, training providers and intermediaries. As of December 2025, 83,150 West Londoners are claiming unemployment-related benefits, up from 39,600 in December 2019 (pre-pandemic). There are many thousands of local vacancies each year, although the labour market has tightened since the last LSIP in 2023. Thus, our collective efforts to keep driving transformative change in the education and skills system remain vital.

Our achievements over the past three years are substantial in building our collaborative culture and developing employer partnerships. This LSIP seeks to build on these foundations and brings in three new priority sectors (Construction, Early Years and Life Sciences); it also brings a new focus to Digital skills as AI and the challenges of cybersecurity continue to transform our economy and society.

- **Part 1** introduces our **West London focused 'Priorities' for the London LSIP** and why we focused on nine key sectors and two enablers which together make up 63.9% of total employment in West London.
- **Part 2 'Taking the LSIP Priorities Forward: Priority sectors, cross cutting skills and issues'** synthesises the qualitative and quantitative research in each of the nine priority sectors, cross-cutting Green and Digital skills, as well as cross-cutting issues including ESOL and in-work progression.
- **Part 3 'Delivering the LSIP Priorities'** sets out the West London Annex to the London LSIP roadmap. Our plan sets out four workstreams:
 - Supporting more residents into good jobs;

- People – building skills system capacity to deliver;
 - Perceptions, pathways and collaborative infrastructure – these structures will support providers on a rolling basis to identify viable new programmes to bring forward; and
 - Aligning funding of provision with local need.
- The **Appendices** include acknowledgements, our research methodology and additional background research by the West London Alliance (WLA), West London Business (WLB) and the Institute for Employment Studies (IES).



Partners reading the West London Annex to the London LSIP should get a clear sense from our recommendations of where and how collaboration will be facilitated in each sector. Whilst sectors have their own unique challenges, there were several common themes that came out through our qualitative research that are worth highlighting at the outset, noting that these tally with the findings of the pan-London and other sub-regional reports:

- **Some priority sectors do not appear to register in young people's responses to Future Skills Questionnaire** e.g. manufacturing, logistics & retail.
- **Lack of coordinated engagement by some sectors with schools and colleges contributes to a lack of awareness of the variety of roles and career pathways** (including salary information). This contributes to a lack of interest in some priority sectors.
- **Some schools are not giving post-16 technical education parity of esteem with academic routes**; university is still too often seen as simpler, more familiar to teachers and more valuable.
- **Businesses are struggling to offer work placements** due to the resource required to manage these.
- **Young people's work readiness and essential skills** must remain in focus.
- **Vocational ESOL provision insufficient** and sometimes difficult for target cohorts to access in some priority sectors (WLA research, 2023).
- **Rigidity and siloed funding arrangements and success criteria of short course provision and interventions** (e.g. Skills Bootcamps and Sector Based Work Academies) adds confusion for learners and employers and can make it harder to align provider capacity.
- **Apprenticeships to not suit all roles and sectors.** Shorter quals often better matched to business needs and economic realities.



West London Retail Skills Hub at the heart of Westfield

Training providers should note the need for further due diligence and additional engagement with employers in priority LSIP areas before commissioning new provision. This reflects the relatively small sample sizes in the qualitative research and that sometimes a lack of local training provision is not the reason for skills gaps; it may, for example, be a lack of awareness of existing training or poor perceptions of a sector by learners. As such our Skills Boards and Hubs (pan-London and West London) and direct employer engagement will need to be sustained on a continuous basis.

Employers reading the West London Annex to the London LSIP must once again embrace this business-led review and plan as an urgent call to action. At a time when we are going through unprecedented levels of change there is an increase in the need for higher level technical skills to sustain our knowledge economy. Employers must rise to this challenge.

Many of the commonly cited issues noted above can be solved through greater employer engagement in the skills system; taking part in careers education and offering meaningful experiences of the workplace, being flexible and open to inclusive recruitment practices, and reversing the decline in private sector investment in training.

The London LSIP is a continued, iterative process, not a one-off report if we are to continue to deliver successful outcomes. By working in partnership with skills providers and intermediaries, by joining up with our pan-London colleagues and national initiatives, our second LSIP roadmap can support an even more effective, responsive post-16 technical education.

West London Strategic and Economic Context

West London Strategic and Economic Context

As set out by [recent Oxford Economics analysis](#), West London is a £70bn economy by annual economic output – the largest economic cluster in the UK after the London's Central Activity Zone. West London hosts key national and regional assets such as Heathrow Airport and Park Royal, and it will soon become HS2's gateway into London.

The area acts as London's manufacturing hub, an ecosystem for life sciences and the digital economy, a key support for logistics and exports, and a place of expertise in the screen production and post-production industries. West London is interconnected with the rest of the London economy, while also maintaining links to other economic clusters such as the M4 corridor, and it benefits from this position to attract high-skilled workers and residents, innovative and creative industries, and domestic and foreign investment.

Yet, West London's economy is punching below its weight. Since the Covid-19 pandemic, its growth has been sluggish, and its productivity has fallen below the London average. Despite its size, its assets, and its geographical position, West London has been lagging behind, with a significant fall in productivity of 3.3% per year between 2019 and 2024. The vast majority of West London's sectors experienced falls in productivity over the period, including some of the sectors which support the most jobs in West London, such as retail, logistics and health and social care.

Alongside the LSIP, actions within London's Inclusive Talent Strategy (ITS) and the capital's response to the Get Britain Working Plan together guide our response to this challenging context.

Structural changes arising from digital transformation, automation, AI and robotics at scale

Investment in digital transformation, automation, AI and robotics is expected to drive higher firm productivity and competitiveness across West London. The LSIP analysis and other studies suggests technology is already leading to a loss of elementary and admin roles and a more 'diamond' shape (rather than classic 'pyramid') workforce structure ([Deloitte Insights, Oct 2025](#)).

The employment impacts in West London remain uncertain as Scenarios A, B and C below unfold to different extents at a sector, organisation and business function level.

Scenario A — Net employment growth

Mechanism: Productivity + quality improvements → firms win work / scale output → expand headcount, especially in higher-skill roles.

Scenario B — Job churn / restructuring (net-neutral jobs)

Mechanism: Some tasks automated; firms redeploy labour into new tasks/roles; total jobs roughly stable but composition changes.

Scenario C — Displacement (net employment reduction)

Mechanism: Adoption targeted at cost reduction in labour-intensive processes; redeployment/expansion does not keep pace; job losses concentrated in routinised roles.

The pace & scale of change, and local claimant numbers, heightens the importance of ensuring all young people transition successfully onto A-level, T-level and V-level programmes aged 16/17, rather than drifting into being 'Not in Education Employment or Training' (NEET). To build capacity we will explore new ways of promoting and enabling direct contact with employers for significant numbers of teachers and lecturers, supporting them to inform and inspire their learners about the world of work. The changes unfolding will require active monitoring and an adaptive policy response in the years ahead.

West London Priority Sector Rationale

The sectors and 'cross-cutting enablers' selected for our West London Annex to the LSIP2 are broader than LSIP1 adding: Construction, Early Years and Life Sciences. Green has been narrowed to focus on infrastructure. Digital has a greater focus on AI and cybersecurity than the first LSIP. Combined these sectors span 63.9% of West London's combined public and private sector workforce. The selection was driven by the sectors' reliance on vocational and technical skills, their strategic significance to the sub-region, as well as alignment with priorities in the UK Industrial Strategy and London Growth Plan.

Sectors

Construction	4.6% of local workforce
Creative, Media & Screen	8% of local workforce
Early Years	1% of local workforce; but if we do not improve labour supply the wider impact of a lack of affordable early years childcare will hold parents back from re-entering labour market
Food & Drink Manufacturing	2% of local workforce; but sector in West London more than twice as large as sector across the whole of London
Health and Social Care	12.3% of local workforce
Hospitality	7.9% of local workforce
Life Sciences	0.5% of local workforce; but strategically important, overweight compared to London and often source of high-quality employment
Retail	9% of local workforce
Transport & Logistics	10% of local workforce

Cross-cutting enablers

Digital, including AI and Cybersecurity	8% of local workforce
Green infrastructure	0.6% of local workforce; but critical in supply of energy and water to economic growth and sustainability

The Skills Ecosystem, Governance & Monitoring

Effective and sustained change

West London has a **strong history of collaborative working** across the public and private sector. This has only strengthened since 2021 as FE and HE networks have matured and established themselves in West London.

We will do more during the life of this LSIP to **convene in person the frontline changemakers working on different aspects of the LSIP** to provide mutual support, share best practice and problem solve together. We will also make smarter use of technology from Microsoft Teams to WhatsApp to facilitate ad hoc collaboration and problem-solving. **Recruiting, retaining and developing the dynamic hub coordinators**, with strong brokerage skills, is vital to the success and impact of complex LSIP workstreams.

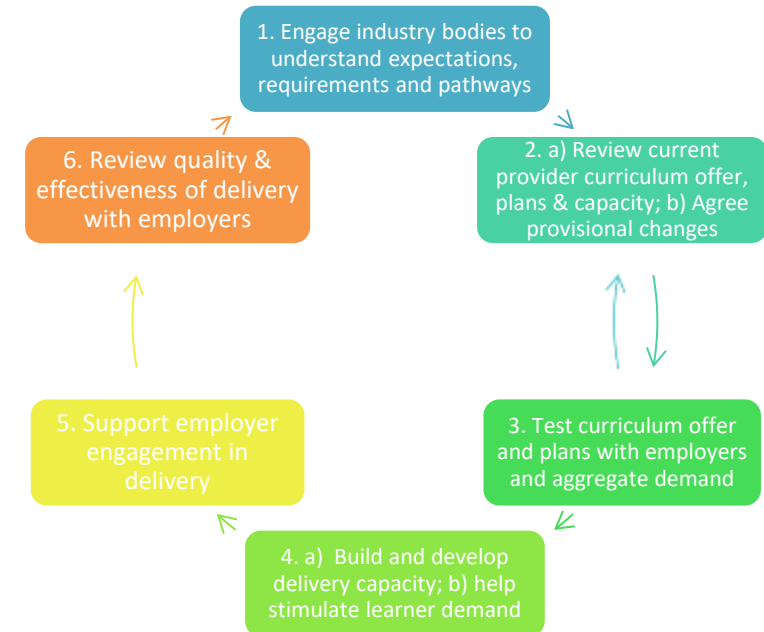
Capacity constraints in the private sector means **LSIP partners must endeavour to remain joined up and streamlined in their engagement with local businesses**.

Managing delivery, review and update of the LSIP

Engagement with the LSIP in West London has been extremely positive and sparked enthusiastic responses from partners keen to shape and deliver the new West London Roadmap.

WLA and WLB will continue to work closely with BusinessLDN and other partners to drive this process of change in our sub-region; joining up in pan-London initiatives where that scale is more appropriate. **The West London Skills & Employment Board (SEB) will continue to provide critical oversight for the LSIP, monitoring our progress against the action plan.** A new Leadership Group will oversee the West London Skills Hub, based from WLA, and will drive the LSIP programme between quarterly meetings of the SEB. This will also ensure successful interaction with pan-London structures being established.

Skills Hubs and project teams will lead on the delivery of specific recommendations and will report into the SEB and WL Skills Hub Strategic Steering Group on progress and impact. **West London Skills Hubs will be expected to broadly align with a standard operating model** (below), commit to providing independent and impartial advice to employers and citizens, advocate inclusive employment, and be open to a light touch peer review every 2 years to support continuous improvement.



Potential barriers to implementation

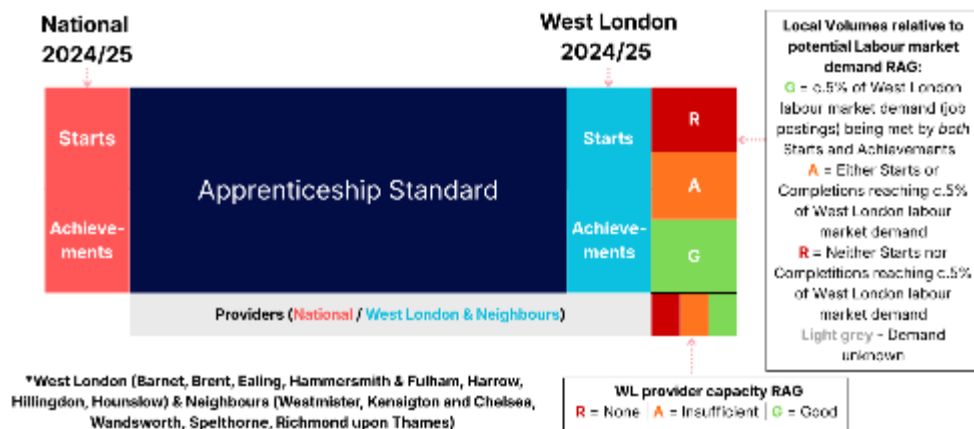
Potential barriers that we may face in implementation are:

- Resourcing
- Sponsorship and capacity in partner institutions to drive change
- Necessary support from pan-London and national education structures to affect the proposed changes
- The need to keep onboarding new stakeholders that were not been involved in the LSIP's development phase

West London Skills Needs

Methodology

In West London, in addition to analysis of public and locally-drawn qualitative and quantitative data, employer and provider engagement, we have put significant emphasis on reviewing Occupations for which there is strong recruitment demand in London in our priority sectors (Source: Lightcast). We then matched these against SOC codes for Occupations and the key Apprenticeship Standards. Finally, we cross referenced against DfE data for Apprenticeship starts / completions locally and nationally in 2024/25 on each of the standards (see detail in Appendices and key to these 'route maps' below). This provides an indication of where locally 'priority' Apprenticeships are scaling to meet demand and where there might be opportunity for growth. It is clear that in most standards we are starting from a low base.



Factors behind low Apprenticeships take-up

Where there is low take-up of Apprenticeship standards there will need to be granular follow-on work, as part of LSIP delivery, to understand whether this is due to: funding levels; a lack of demand consolidation; lack of promotion to employers; wrap-around support needed for SMEs; delivery models including rolling onboarding; a need for flexi-Apprenticeship delivery supported by an Apprenticeship Training Agency (ATA); or modular delivery, subject to Growth & Skills Levy (GSL) flexibilities being provided.



Dina Foods is one of many food manufacturers making West London, including Park Royal, a regionally and nationally significant cluster

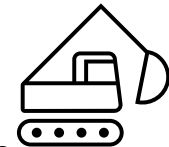
One size does not fit all – let's do 'what works'

The reality may also be that Higher Technical Qualifications (HTQs), other qualifications or non-accredited training may be a better fit for a sector or particular career pathway than Apprenticeships. Hence we also pick out important T-levels and occasionally other technical/ vocational quals in our maps. There is work to do in H1 2026 with each sector to evolve the Apprenticeship route maps into broader-based route maps that do not look narrowly at Apprenticeships but deliver 'what works' for each sector and career progression route.

Sector one-page plans

The sector one-page plans that follow are structured around: an 'Overview' that draws on BRES and census data. 'Recruitment & retention' draws on the Survation survey for BusinessLDN; 'Skills gap' analysis draws also draws on the Survation survey; and in 'The Way Forward' Occupations/ Standards highlights tables are derived using the method described above. Detail can be found in the Appendices.

Construction



Overview

In 2024 there were 43,000 employees working in the construction sector in West London (4.6% of employment and around 1 in 22 employees). Barnet had the largest number, around 9,000 accounting for 7% of total employment in the borough, while as a proportion of total employment the construction sector was largest in Harrow where it accounted for 8% of total employment (5,600 employees). The sector was smallest in Hammersmith & Fulham. The construction sector in West London was relatively larger than the sector across the whole of London (3.5% of employment), but slightly smaller than in the country as a whole (4.9% of employment). Between 2024 and 2035 employment in the sector locally is projected to increase by 19%.

Recruitment & Retention Challenges

The manual roles that are hardest to fill are skilled trades (29%) and professional/ highly skilled specialists (38.7%). Why are they hard to fill? A lack of volume of applicants (64.5% of responding applicants) is the dominant drive behind hard to fill manual vacancies. This is followed by too much competition from other employers (12.9%) and not enough interest in the roles (9.7%).

Skills Gaps

53.3% of respondent establishments reports some or significant gaps in skills and capability for manual roles. Looking ahead over the next 2-5 years, other most needed skills include advanced digital skills including AI, sector specific technical skills and basic digital skills.

Best practice and the Way Forward

Since 2019 the Mayor's West London Construction Hub, hosted by West London College, has been the convening point for dialogue and problem-solving the sector's talent pipeline needs with an active Employer Advisory board. Alongside Further Education (FE) & Higher Education (HE), Independent Training Providers (ITPs) including The Skills Centre, MIT Skills

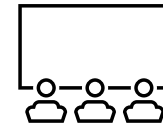
and Lee Marley Academy, Employer Training Providers (ETPs) such as Flannery Plant Hire, and ATAs such as K10, all perform important roles in West London.

Looking ahead our priorities will be to:

- Advocate programmes including Construction Skills Certification Scheme (CSCS) green, blue and gold cards as appropriate to ensure employment outcomes. Green card should be a minimum for all construction learners.
- Support the recruitment of specialist teachers/ trainers.
- Learning from previous attempts, and aligning with pan-London efforts, explore improvements to Section 106 employer obligations with boroughs and construction employers, with a view to improving consistency of approaches and improving outcomes for West London residents.
- Explore shared approaches to employer engagement across borough brokerages and JCP to maximize efficiency and reduce employer fatigue. This will align with any similar pan-London efforts.
- Promote training pathways, and develop provider infrastructure when needed, to support these priority occupations including:

Occupation	SOC code	Closest Apprenticeship Standard or other Qualification	Ref
Broad entry route	-	Construction Operations – General Construction – L2 Cert/ Diploma	C & G 6709
Groundworkers	9121	Groundworker L2 	ST0513
Scaffolders	8151	Scaffolder L2 	ST0359
Steel fixers	5319	Steel fixer L2 	ST0271
Plumbers...	5315	Plumbing L3 	ST0303
Carpenters & joiners	5316	Carpentry and joinery L2/ L3  	ST0264/ 0263
Plant operatives	8229	Construction plant operative L2 	ST0736
Site Managers	5330	Construction support technician L3 	ST0960
		Construction site supervisor L4 	ST0048

Creative, Media & Screen



Overview

In 2024 the creative and screen sector employed almost 74,000 employees in West London (8% of total employment); this is below the London average (11%) and above the national (5%). The screen/digital sub-sector was larger than the creative excluding screen sub-sector, with 57,000 employees and 16,500 employees respectively. The screen/digital sub-sector accounts for 6% of total employment in West London (7% in London, 3.4% in England), while the creative excluding screen sub-sector accounts for 1.7% of total employment (3.7% in London and 17% in England).

West London is home to a number of Creative Enterprise Zones (CEZs), as well as Screen Capital West, plus networks such as Reel Park Royal and Digital Creative Network West convene the sector. Between 2024 and 2035 employment in the sector locally is projected to increase by almost 11%.

Recruitment & Retention Challenges

The non-manual roles that are hardest to fill are technical and support roles (33.3%) and professional/ highly skilled specialists (22.2%). Why are they hard to fill? A lack of suitable applicants with required skills (55.6% of responding applicants) is the dominant driver behind hard to fill non-manual vacancies. This is followed by too much competition from other employers (22.2%).

Skills Gaps

60% of respondent establishments report some or significant gaps in skills and capability for manual roles. Looking ahead over the next 2-5 years most needed skills are: advanced digital skills including AI, sector specific technical skills and cross cutting transferable skills, such as negotiation and resilience. It should be noted that Unreal Engine (from EPIC) is a key technology underpinning virtual production (in film), much games production and immersive experiences – a growing area for employment, entrepreneurship and innovation with potential crossovers to training delivery and public services as well as entertainment.

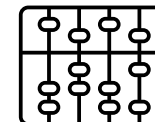
Best practice and the Way Forward

The West London TV & Film Skills Hub (JGA led/ GLA funded) has made targeted interventions to fill gaps supporting the sectors growth, but winds up at the end of March 2026. Our priorities looking forward will be to:

- Transfer highest impact TV & Film Skills Hub projects which might otherwise fall away to the new West London Skills Hub from April 2026, e.g. the annual Young Filmmakers Competition which has strong employer and provider support and offers work experience opportunities in sectors that are often harder to access for those without existing networks
- Leading West London Unreal training providers should explore securing recognition as an Unreal Authorized Training Centre (UATC).
- Adopt a place-based approach from Hayes to Golden Mile London, Park Royal and Barnet where we continue to actively monitor skills needs, the talent pipeline and bring partners together to address gaps.
- Link innovation funding bids to growing the sector's local skills base.
- Promote training pathways, and develop provider infrastructure when needed, to support occupations including:

Occupation	SOC code	Closest Apprenticeship Standard or other Qualification	Ref
Broad entry route	-	Media, broadcast and production T-level L3	FC55
Adv. & Marketing Prof.	3554	Marketing T-level L3	FC57
Graphic and Multimedia Designers	2142	Content creator L3 	ST0105
		Creative digital design prof. (degree) L6 	ST0625
Audio-visual & Broadcasting Equipment Operators	3417	Assistant recording technician L4 	ST0944
		Broadcast and media systems technician L5 	ST0425
Arts Officers, Producers & Directors	3416	Production Assistant Screen and Audio L3 	ST0341
		Junior production co-ordinator L4 	ST0792
Electronics engineers	2124	Broadcast and Media Systems Engineer L6 	ST0426

Early Years



Overview

In 2024 there are around 8,400 employees working in the early years sector in West London (just under 1% of total employment). Barnet had the largest numbers of early year employees, at around 1,800 accounting for 1.4% of total employment, although the sector makes up a slightly higher proportion of total employment in Harrow (1.5%). The early years sector in West London is the same size as the sector nationally (0.9% of total employment), and slightly larger than average compared with London as a whole (0.7%). It was more than twice as large in relative terms as the sector across the country as a whole (5%), and two and a half times as large as the sector in London (4%).

Recruitment & Retention Challenges

We do not have Survation insights for this sub-sector of education but we know from Lightcast that across London in 2024/25 there were 7,150 Early Education and Childcare Assistants, 12,518 visible vacancies Early Education and Childcare Practitioners, and 1,529 Early Education and Childcare Services Proprietors. Qualitative feedback from the sector is that it is in a fragile state. If we do not improve labour supply the wider impact of a lack of affordable early years childcare will hold parents back from re-entering the labour market.

Employment Projections

We do not have local Skills Gaps data for this sector, however Employment projections to 2035 suggest slight easing of current difficulties. Between 2024 and 2035 employment in the early years sector in West London is projected to fall slightly, by 2%, with the employment level in 2035 projected to be 200 lower than in 2024. Employment in the pre-primary sector is projected to fall by 5%, while employment in child day-care is projected to remain stable.

There will also be a need to replace those who leave employment, through retirement or for other reasons – this is termed ‘replacement demand’.

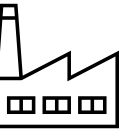
Best practice and the Way Forward

The L2 and L3 Apprenticeships in Early Years are well established but given vacancy rates we believe have more potential to scale. It is worth noting that UCL offers a p/t NPQ for Early Years Leadership. There may be an opportunity for West London to market test a flavour of the Chartered Manager Degree for Early Years Managers/ Proprietors.

Our priority will be to promote training pathways, and develop provider infrastructure when needed, to support these occupations:

Occupation	SOC code	Closest Apprenticeship Standard or other Qualification	Ref
Early Education and Childcare Assistants	6111	Early Years practitioner L2 	ST0888
Early Education and Childcare Practitioners	3232	Education & childcare T-level L3	FC38 - 222
		Early Years educator L3 	ST0135
Early Education and Childcare Services Managers	2324	Early years Lead Practitioner L5 	ST0551
		NPQEYL: National Professional Qualification for Early Years Leadership	UCL IoE
Early Education and Childcare Services Proprietors	1233	Chartered Manager Degree L6 	ST0272

Food & Drink Manufacturing



Overview

In 2024 there were 18,600 employees in West London's food and drink sector, accounting for 2% of employment (1 in 50 employees). Ealing had the largest number, around 7,000 (6% employment), followed by Brent with nearly 5,000 employees (4% employment). The sector in West London is more than twice as large as the sector across the whole of London (0.7% employment) and relatively larger than in the country as a whole (1.3% employment).

Between 2024 and 2035 employment in the food and drink sector in West London is projected to remain broadly stable, with a small increase in employment in food manufacturing and a small decrease in employment in drinks manufacturing.

During the period there will be a need to replace those who leave employment, through retirement or for other reasons ('replacement demand'). There will be a need for 3,500 operative workers for food and drink over the coming decade (around 310 per year), and also a need for 1,200 managerial workers (100 per year).

Recruitment & Retention Challenges

The manual roles that are hardest to fill are technical and support roles and professional/ highly skilled specialists (both flagged by 32.6% of responding establishments). Why are they hard to fill? A lack of suitable applicants with required skills (50% of responding applicants) is the dominant driver behind hard to fill manual vacancies. This is followed by "don't know" by an unusually high 26.1% of respondent organisations; this might imply a need for the sector to engage more in the wider community.

Skills Gaps

56.7% of respondent establishments report some or significant gaps in skills and capability for manual roles. Looking ahead over the next 2-5 years most

needed skills are: advanced digital skills including AI and sector specific technical skills. England language skills have also been cited by some employers as a key area of need.

Best practice and the Way Forward

West London Institute of Technology (WL IoT), supported by partners, has established the [WL IoT Food & Drink Innovation & Skills Hub](#). The hub will:

- Mature its governance and launch the L3 Food & Drink Maintenance Engineer Apprenticeship in 2026.
- Explore modular training in Robotics Maintenance with employers (using Growth & Skills Levy); this may require additional flex from DfE.
- Our priority will be to promote training pathways, and develop provider infrastructure when needed, to support occupations including:

Occupation	SOC code	Closest Apprenticeship Standard or other Qualification	Ref
Bakers & Flour Confec.	5432	Baker L2	ST0191
Butchers	5431	Butcher L2	ST0077
Transport & distribution clerks/ assist.	4134	Supply Chain Practitioner (FMCG) L3	ST0201
Engineering Technicians	3113	Eng., manufac., processing & control T-level L3	FC49
		Food & Drink Maintenance Engineer L3	ST0195
		Refrigeration... Engineering Technician L3	ST0322
Engineering Professionals	2129	Food Industry Technical Professional L6	ST0197
Quality Assurance Technicians	3115	Food Industry Technologist L3	ST0198
		Improvement Practitioner L4	ST0192
Production... supervisor	8160	Team Leader L3	ST0384
Production mangers...	1121	Operations Manager L5	ST0385

Health & Social Care



Overview

In 2024 there were 116,000 employees in health and social care in West London (12.3% of total employment), compared with 10.8% across London and 13.8% in England. The sector was largest in Barnet (17%) and Brent (18%) and lowest in Hounslow (8%). Between 2024 and 2035 sector employment is expected to remain broadly stable but there will be reductions in semi-skilled and elementary occupational groups.

Recruitment & Retention Challenges

The non-manual roles that are hardest to fill are professional/ highly skilled specialists (50% of respondents) then technical and skills support roles (17.9%). Why are they hard to fill? Too much competition from other employers (35.1%), followed by shift work/ unsociable hours (25%) and low number of suitable applicants (21.4%).

There is a distinct challenge in the children's social care workforce, which is relatively small but crucial to ensuring that the most disadvantaged children in West London can access skills and jobs in the future. Surveys by the WLA (December 2024) indicated that residential support workers (SOC 6134), senior/supervisory care workers (SOC 6136), and registered managers (SOC 1232) are the most 'in demand' and difficult to recruit roles.

Skills Gaps

58.3% of respondent establishments reports some or significant gaps in skills and capability for non-manual roles. Looking ahead over the next 2-5 years most needed skills are: advanced digital skills, including AI, followed by sector specific technical skills. Lack of social care sector experience and knowledge from applicants as well as deficits in English were also cited by employers as barriers.

Best practice and the Way Forward

The deep collaboration between the Health & Social Care Forum (convened

by HRUC) and the North West London Health & Social Care Skills Academy, based in our ICB has been captured in a new 'Building engagement' resource for Skills for Care. In practice, this ensured that the LSIF capital investment and curriculum content was well aligned to the needs of NHS employers.

Looking forward, whilst the institutional landscape is changing, we will:

- Support an evolved North West London Health & Social Care Skills Academy will continue to be the key platform for driving collaborative action on skills, working with pan-London structures.
- Engage, through WLA, Directors of Adult and Children's Services across West London boroughs to understand where sub-regional activity can best add value to existing and emerging workforce initiatives.
- Promote training pathways, and develop provider infrastructure when needed, to support occupations including:

Occupation	SOC code	Closest Apprenticeship Standard or other Qualification	Ref
Dental nurses	6133	Health & Science–Dental nursing T-level L3	FC41-6
		Dental nurse L3	ST1431
Other health prof. n.e.c.	2259	Healthcare Science Practitioner (deg.) L6	ST0431
Medical & dental tech.	3213	Nursing Associate L5	ST0827
Registered nurse pract.	2234	Registered nurse degree (NMC2018) L6	ST0781
Occupational Therapists	2222	Occupational Therapist L6	ST0517
Care Workers...	6135	Adult care worker L2	ST0005
Senior Care Workers	6136	Lead adult care worker L3	ST0006
		Lead practitioner in adult care L4	ST0007
Residential support workers	6134	Children, Young People and Families Practitioner L4	ST0088
Social Workers	2461	Social worker (integrated degree) L6	ST0510

Hospitality



Overview

The hospitality sector in West London employed 75,000 employees (7.9% of total employment); in both London and England it makes up 7.7%. Across West London boroughs it ranges from 7.1% (Hounslow) to 8.7% (Harrow). Looking out to 2035, employment in the sector is expected to increase by 20% in West London.

Recruitment & Retention Challenges

The non-manual roles that are hardest to fill are professional/ highly skilled specialists (30% of respondent organisations) alongside managers (30%), then elementary roles (20%). Why are they hard to fill? Low number of suitable applicants (40%), shift work/ unsociable hours (20%) and not enough interest in roles (20%).

Skills Gaps

55.5% of respondent establishments reports some or significant gaps in skills and capability for non-manual roles. Looking ahead over the next 2-5 years most needed skills are: advanced digital skills, including AI, then sector specific technical skills, followed by cross-cutting transferable skills such as negotiation and resilience.

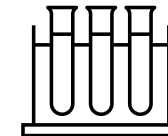
Best practice and the Way Forward

Building on activity delivered under the No Wrong Door initiative funded by the Mayor of London, we will:

- Incorporate hospitality as a workstream of the West London Skills Hub, connecting employers, providers and front-line advisors to ensure a mutual understanding of sector requirements and pathways.
- Further pilot, rollout and champion the [UKHospitality Skills Passport](#).
- Promote training pathways, and develop provider infrastructure when needed, to support occupations including:

Occupation	SOC code	Closest Apprenticeship Standard or other Qualification	Ref
Kitchen and Catering Assistants	9263	Commis chef L2	ST0228
		Production chef L2	ST0589
Chefs	5434	Pastry Chef L3	ST0929
		Chef de partie L3	ST0227
		Senior production chef L3	ST0232
		Senior culinary chef L4	ST0864
Waiters and Waitresses	9264	Food and Beverage Team Member L2	ST1488
Receptionists	4216	Customer service practitioner L2	ST0072
		Customer service specialist L3	ST0071
Coffee Shop Workers	9266	Food and Beverage Team Member L2	ST1488
Bar Staff	9265		
Housekeepers and Related Occupations	6231	Hospitality accommodation team member L2	ST1420
Bar and Catering Supervisors	9261	Hospitality Supervisor L3	ST0230
Events Managers and Organisers	3557	Event assistant L3	ST0168
Catering and Bar Managers	5436	Hospitality Manager L4	ST0229

Life Sciences



Overview

In 2024 there were almost 2,800 employees working in the sector in West London, accounting for 0.3% of employment (1 in 330 employees). Notable employers are Autolus, MSD, Novartis and Quell Therapeutics. Hammersmith & Fulham had the largest number, almost 900 employees (0.6% of total employment), followed Brent with 600 employees (0.5% of total employment). The life sciences sector in West London was relatively larger than the sector across the whole of London, where it accounted for 0.2% of total employment, but relatively smaller than in the country as a whole (0.4% of total employment).

Following a period of 41% employment growth in the sector locally between 2021 and 2024, current forecasts see employment declining by 5.3% by 2035 due to a loss of admin roles. However replacement demand to 2035 is 1,052 jobs and the sub-region hosts Imperial, the world leading STEM university in White City, as well as the [WestTech London](#) initiative giving it the potential to defy this forecast and drive growth.

Recruitment & Retention Challenges

Lightcast data (2024-25) for London shows 621 job posts for Lab technicians, 320 posts for Quality inspectors and 195 posts for Chemical technicians. Innovate UK's Workforce Foresighting Hub has identified eight entry level roles with expected future skills shortages. Four of these roles have a <50% match to the closest Apprenticeship Standard which may present a challenge for the sector in utilising Apprenticeships.

Skills Gaps

The proportion of Life sciences establishments nationally with skills shortages and gaps has fallen in recent years, from 17% in 2019 to <10% in 2024 – 8% of establishments reported skills shortages in 2024 and 9% reported skills gaps. (Source: Pragmatix, 2026 for Ealing Council/ Imperial/ OPDC)

Best practice and the Way Forward

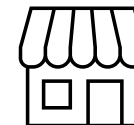
Since 2017 [The Innovation Rooms](#) by Imperial have provided a platform for community inclusion in STEM skills development in the [White City Innovation District](#).

Looking forward we will:

- Support the recommendation from partners to establish a Life Sciences & Innovation Skills Hub, likely to be based at Portal Way, North Acton. We also welcome the plans for the hub to develop a cross-sector Innovation skills curriculum.
- Explore similar opportunities to develop the talent pipeline/ business ecosystem around Royal National Orthopaedic Hospital in Stanmore, Harrow. This is recognised in the London Growth Plan as a potential anchor for a medtech cluster.
- Promote training pathways, and develop provider infrastructure when needed, to support occupations including:

Occupation	SOC code	Closest Apprenticeship Standard or other Qualification	Ref
Product & Process Technician	3119	Engineering Manufacturing Technician L4 	ST0841
QA Technician	3116	Process Industry Manufacturing Technician L3 	ST1407
Mechatronic Technician	3116	Engineering Maintenance Technician - Single/ dual discipline L3 	ST1426/ ST1443
Lab technician	3116	Laboratory Technician L3 	ST0248
Science Manufacturing Technician	3119	Science Manufacturing Technician L3 	ST1406
Clinical trials coordinators	2440	Clinical Trials Specialist (degree) L6 	ST0609

Retail



Overview

In 2024 the retail sector in West London employed 85,000 employees (9% of total employment); in London and England 7.1% and 8.2% respectively. In all boroughs except Hillingdon and Hounslow, retail makes up around 10-11% of total employment, while in Hillingdon and Hounslow the proportions are 6-7%. Employment in the retail sector is projected to fall very slightly, by 2.5%, to 2035. There will be a rise in professional and managerial roles and a reduction in admin, sales and elementary occupations.

Recruitment & Retention Challenges

The non-manual roles that are hardest to fill are professional/ highly skilled specialists (38.5% of respondents) followed by technical and skilled support roles (26.9%). Why are they hard to fill? Low number of suitable applicants (42.3%), lack of flexibility/ hybrid working offer (30.8%) and too much competition from other employers (19.2%).

Skills Gaps

66.1% of respondent establishments report some or significant gaps in skills and capability for non-manual roles. Looking ahead over the next 2-5 years most needed skills are: advanced digital skills, including AI, then sector specific technical skills, followed by cross-cutting transferable skills such as negotiation and resilience, as well as basic digital skills.

Best practice and the Way Forward

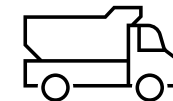
[West London Retail Skills Hub](#), a partnership between Westfield, West London College and Youth Careers Collective launched with private-public investment catalysed by the previous LSIP. Looking forward we will:

- Continue to develop the jobs board as a key vehicle for employer engagement and the opening up of entry-level routes to employment.

- Seek to sustain careers advice piloted by Youth Careers Collective and embedding by JCP on site.
- Further test the potential for hosting L7+ CPD provision onsite with the British Retail Consortium, and a pilot entry-level flexi-Apprenticeship scheme for new entrants to retail.
- Explore the potential for hub 'spokes' that extend to Heathrow and Brent Cross, promoting retail as a career in both of these anchor locations.
- Promote training pathways, and develop provider infrastructure when needed, to support occupations including:

Occupation	SOC code	Closest Apprenticeship Standard or other Qualification	Ref
Customer Service Occupations n.e.c.	7219	Customer service practitioner L2	ST0072
		Customer service specialist L3	ST0071
Buyers and Procurement Officers	3551	Procurement and supply assistant L3	ST0810
		Buying Assistant L4	ST0683A
Merchandisers	3553	Merchandising assistant L4	ST0683B
Managers and Directors in Retail and Wholesale	1150	Retail Manager L4	ST0325
		Retail Leadership L6	ST0547
Shopkeepers and Owners - Retail and Wholesale	7131	Trade supplier L2	ST0334
Sales Supervisors - Retail and Wholesale	7132	Sales Executive L4	ST0572
Marketing and Commercial Managers	2432	Business to Business Professional L6	ST0423

Transport & Logistics



Overview

In 2024 there are around 98,000 employees working in the transport and logistics sector in West London (10% employment). Hounslow and Hillingdon had the largest numbers of employees in the sector, at nearly 37,000 in each borough (23% employment in Hounslow and 19% in Hillingdon). In Ealing and Brent the sector accounts for 9,100 and 7,100 employees respectively (7% and 6% of total employment). Home to Heathrow, the UK's single largest site of employment, the sector in West London was more than twice as large in relative terms as across the country as a whole (5%), and two and a half times as large as the sector in London (4%). Between 2024 and 2035 employment in the sector in West London is projected to fall by just under 5% with a lot of the contraction in elementary and admin roles. Despite this, to 2035, there will be a need for the sector to recruit around 3,000 workers/year.

Recruitment & Retention Challenges

The manual roles that are hardest to fill are skilled trades (37.5% of respondent organisations) followed by professional/ highly skilled specialists and technical and skilled support roles (both 25%). Why are they hard to fill? Low number of suitable applicants (62.5%) and not enough interest in roles (37.5%). This would suggest, rather like Food & Drink manufacturing, the sector may need to become more proactive in reaching out into the local community.

Skills Gaps

58.9% of respondent establishments report some or significant gaps in skills and capability for manual roles. Looking ahead over the next 2-5 years most needed skills are: advanced digital skills, including AI, followed by basic digital skills.

Best practice and the Way Forward

The Logistics Careers & Skills Hub (led by West Thames College) was

established following the completion a feasibility study funded through the first LSIP. Looking forward we will:

- Broaden the hub's scope to include Transport and providing independent advice & guidance to businesses and intermediaries (e.g. JCP).
- Deploy strategies through the hub to fill gaps in provision – this needs to be supported by GSL flex for short, stackable, job-ready modules rather than being restricted to long Apprenticeship programmes.
- Promote training pathways, and develop provider infrastructure when needed, to support occupations including:

Occupation	SOC code	Closest Apprenticeship Standard or other Qualification	Ref
Large Goods Vehicle Drivers	8211	Large goods vehicle (LGV) driver C and E L2 	ST0257
Warehouse Operative	9252	Supply Chain Warehouse Operative L2 	ST0259
Transport & Distribution Clerks...	4134	Traffic Operator L2 	ST1394
		Transport Scheduler L3 	ST1438
		Transport & warehouse ops. supervisor L3 	ST0647
Managers in Transport and Distribution	1241	Passenger Transport Operations Manager 	ST0337
		Railway Operations Manager L6 	ST1441
		Express delivery manager (degree) L6 	ST0471
Managers in Logistics	1243	Supply chain leadership prof. (degree) L6 	ST0548
Vehicle Technicians, Mechanics and Electricians	5231	Motor vehicle service and maintenance technician (light vehicle) L3 	ST0033
		Bus and coach engineering technician L3 	ST0067
		Heavy vehicle service and maintenance technician L3 	ST0068
		Motorcycle technician (repair and maint.) L3 	ST0376

Digital, including AI and Cybersecurity

Overview

In 2024 there were 77,000 employees working in the digital sector in West London - 8% of employment (c1 in 12 employees). Hammersmith & Fulham had the largest number, around 24,000 (17% employment), followed by Hounslow - 22,000 employees (14% employment). West London, including Slough, is home to c20% of the UK's Data Centre capacity with 3% of the UK population. Household names such as Cisco, Dell and SAP are based in West London, as well as specialist SMEs. Between 2024 and 2035 employment in the sector locally is projected to increase by 8% (around 6,300 workers).

Recruitment & Retention Challenges

The non-manual roles that are hardest to fill are technical and skills support roles, as well as professional/ highly skilled specialists (both 35.9%). Why are they hard to fill? A lack of volume of applicants (51.3% of responding applicants) is the dominant driver behind too much too much competition from other employers (23.1%).

Skills Gaps

45.8% of respondent establishments reports some or significant gaps in skills and capability for manual roles. Looking ahead over the next 2-5 years most needed skills are: advanced digital skills, including AI, followed by sector specific technical skills.

Best practice and the Way Forward

We will establish a new West London digital skills collaboration to:

- Champion the national Essential Digital Skills framework and leverage social value, corporate responsibility & national initiatives to upskill local residents through free digital skills programmes open to all
- Develop a Data Centre operations progression route
- Promote training pathways, and develop provider infrastructure when needed, to support occupations including:

Occupation	SOC code	Closest Apprenticeship Standard or other Qualification	Ref
Database Administrators and Web Content Technicians	3133	Data Technician L3 	ST0795
		Digital user experience (UX) professional (integrated degree) L6 	ST0470
Telecoms Installers and Repairers	5242	Network cable installer L3 	ST0485
IT Network Professionals	2137	Network engineer L4 	ST0127
IT Business Analysts, Architects and Systems Designers	2133	Digital Data Analytics L3 T-level 	FC63
		Data Analyst L4 	ST0118
		Business Analyst L4 	ST0117
		Artificial Intelligence (AI) and Automation Practitioner L4 	ST1512
		Data Engineer L5 	ST1386
		Data scientist (integrated degree) L6 	ST0585
		Digital and technology solutions professional (integrated degree) L6 	ST0119
Programmers and Software Development Professionals	2134	Digital Software Development T-level L3	FC61
		Digital Support Services T-level L3 	FC40
		DevOps engineer L4 	ST0825
Cyber Security Professionals	2135	Digital Support & Security T-Level L3	FC62
		Cybersecurity Technologist L4 	ST1021
		Cyber security technical professional (integrated degree) L6 	ST0409

Green infrastructure



Overview

The green infrastructure sector employed around 5,500 employees in 2024 in West London, accounting for 0.6% of total employment, the same as across London as a whole, but lower than the national figure of 1%. With 7GW of additional power to bring into the West London area by 2037 we know National Grid, SSE and their supply chain must substantially grow their workforce. On a smaller scale heat networks are starting to be commissioned at scale in the sub-region (e.g. Brent Cross Town and Old Oak/ Park Royal), which will require a skilled workforce in the construction and operational phases. Between 2024 and 2035 employment in the sector in West London is projected to grow by 9%.

Recruitment & Retention Challenges

The manual roles that are hardest to fill are technical and skilled support roles (33.3%), professional/ highly skilled managers (33.3%) and skilled trades (22.2%). Why are they hard to fill? A lack of volume of applicants (44.4% of responding applicants) is the dominant drive behind hard to fill manual vacancies. This is followed by not enough interest in the roles and too much competition from other employers (both on 22.2%).

Skills Gaps

The manual/technical skills of installation, repairing and equipment maintenance are needed at more than twice the average level in the green infrastructure sector, and the other skills with above average needs are related to equipment and technology.

Looking ahead over the next 2-5 years sector specific technical skills, advanced digital skills including AI, and transferable skills are “most needed” by 40% of respondents.

Best practice and the Way Forward

Since 2022 the West London Green Skills Hub (hosted by West London College and funded by the Mayor of London) has convened employers/ training providers, produced regular e-newsletters and an annual West London Green Skills & Construction Prospectus (below). This has dovetailed with a long-standing West London Construction Hub.

Noting the volatile demand/ public policy landscape for retrofit, in West London in the coming years we will prioritise mapping and advocating the employment and progression pathways in Clean Energy and Water. We will also seek to leverage Engineering UK's priority schools/ colleges list to maximise employer engagement in settings with the greatest need.

Our priority will be to promote training pathways, and develop provider infrastructure when needed, to support occupations including:



Occupation	SOC code	Closest Apprenticeship Standard or other Qualification	Ref
Heating repairers	5315	Heat network maintenance technician	ST1308
Health & safety managers & officers	3582	Safety, Health and Environment Technician L3	ST0550
Engineering technicians	3113	Engineering Technician L3	ST0457
Power system engineers	2123	Electrical Power Networks Engineer L4	ST0475
		Electro-mechanical Engineer L6	ST0672

Cross-cutting issues



Inclusive recruitment and in-work progression

The business case for recruiting staff from a diverse range of backgrounds and investing in upskilling training to promote in-work progression is well evidenced. There is more work needed to build some employers' understanding and commitment to action. In West London we will continue to work with employers to support this through local and regional initiatives e.g. The Mayor's Good Work Standard.



Long-term unemployed and economically inactive

This group of residents is being supported through extensive employment support programmes in the West London. Our work will be to ensure join-up between those who are work-ready and suitable local vacancies. This is especially important for residents with SEND where job-carving can have a significant positive impact on sustained employment.



English for Speakers of Other Languages (ESOL)

Over half of London's Adult Skills Fund budget is spent on essential skills for life and work, with ESOL the largest single element. WLA research (2024) shows that demand for ESOL far outstrips supply; that tutors and delivery organisations can feel disconnected and unsupported; and current delivery models are not always accessible for potential learners. WLA is begun establishing a network of ESOL providers. Through the WL Skills Hub this will be formalised and specific vocational ESOL provision piloted in specific priority sectors.



Careers Advice and Essential Skills

West London schools achieved 72% across the 8 Gatsby Benchmarks, versus a national average of 75%. West London outperformed national outcomes on four Gatsby benchmarks (2,3,4 & 5) and trailed on four benchmarks (1,6,7 & 8). In response [West London Careers Hub](#), [Youth Careers Collective](#) and other partners have formed the Youth Employment Action Group. This will launch the Youth Employment Roadmap and also champion the [Skills Builder Partnership](#) Essential Skills framework and [Essential Digital Skills](#) in local schools and colleges.



Data and aligning/ increasing funding

All courses being published to open data standards would improve the functioning of the ecosystem; alongside more data from JCP on jobseekers' quals, previous employment sector and aspirations. The Integrated Settlement for London should support better integration of disparate funding streams and programme requirements. During the life of this LSIP we will advocate all LSIP priority sectors being in scope for flexible Growth & Skills Levy spend, as well as Lifelong Learning Entitlement (LLE). We will also champion the business case for employers increasing investment in skills/ training.



Communications and engagement with employers

Conscious of employers' time and resource to engage, we will continue to produce a regular West London Skills e-newsletter primarily aimed at an employer audience with key information, including how to get involved in the LSIP/ other skills workstreams.

Regular, coordinated engagement with employers through our skills hubs and careers hub will ensure that as the context evolves we remain responsive to changing needs.

Our plan: The West London roadmap

Four workstreams:

- Supporting more residents into good jobs
- People – building skills system capacity to deliver
- Perceptions, pathways and collaborative infrastructure
- Right data and aligning funding of provision with local need

West London priorities
spotlighted in pan-London report

West London Actions	Activity	Lead organisation and supporting partners	Timescale	Monitoring and Measurement
English for Speakers of Other Languages (ESOL)	Improve the recognition of qualifications obtained abroad learning from LB Hounslow pilot	WLA/ WLB/ JCP/ UK ENIC/ LB Hounslow/ Shaw Trust	Q2 2026 onwards	Supporting more residents into good jobs
Inclusive recruitment & in-work progression	Inclusive employment embedded in West London Skills Hub core principles	WLSH with JCP-DWP	Q2 2026 onwards	
Communications & engagement with employers	Engage more employers in existing Recruitment Fairs in West London (e.g. Westfield/ Wembley) - include graduate jobseekers	WLA/ WLB/ FE colleges/ HE/ Hubs	Q2 2026 onwards	
Priority sectors: All	Pilot in one or two sectors [Trade to Teach] dual professional teaching in FE	WLA/ WLB/ FE colleges	Q2 2026 onwards	People – building skills system capacity to deliver
Cross cutting enablers: Digital	Host a 'single point of contact' for ESOL providers in West London, establishing local ESOL provider forums and maintaining and expanding ESOL provision mapping	WLA/ Shaw Trust	Q2 2026 onwards	
English for Speakers of Other Languages (ESOL)	Work with partners to increase % of local schools, colleges, universities and workplaces that embed Skills Builder and Essential Digital Skills frameworks	WLSH with Schools/ Colleges/ HEIs/ WLB/ YCC/ WLCH/ Skills Builder/ Future Dot Now	Ongoing	
Careers Advice and Essential Skills				
Priority sectors: All	Establish a West London Skills Hub (WLSH), with links to pan-London hubs as appropriate. WLSH will be a convening point with an emphasis on four priority sectors: Creative, Media & Screen, Early Years, Hospitality and Green Infrastructure Skills.	WLA supported by FE colleges/ HEIs / ITPs/ Employers / WLB	Q2 2026 onwards	Enhancing perceptions of sectors, clarifying technical education pathways and collaborative infrastructure
Cross cutting enablers: Digital and Green infrastructure	Sustain and develop five existing Hubs: Construction, Health and Social Care, Food & Drink Manufacturing, Retail and Transport & Logistics	WNL ICB/ WL IoT/ WLC/ WTC	Ongoing	
Careers Advice and Essential Skills	Launch a new Life Sciences & Innovation Skills Hub	LB Ealing/ Imperial/ OPDC	H2 2026	
Communications & engagement with employers	Scope then establish a new WL collaboration on Digital Skills, including AI and Data Centres. This should provide a line of sight to AI case studies and include promotion of free programmes: Essential Digital Skills for Life , UK AI Skills Hub and Cyber Explorers	WL IoT supported by WLA/ WLB/ FE/ HE/ ITPs	Q1 2026 onwards	
	Convene Hub leads every six months in person for good / best practice sharing; with rolling peer support via Teams and WhatsApp	WLB & WLA	Q2 2026 onwards	

The West London Roadmap *cont...*

West London Annex LSIP themes/ issues	Actionable priorities	Responsibility	Funding	When?	Workstream/ Impact
	West London Region of Learning – modular and short courses platform supported by Growth & Skills Levy (GSL), Lifelong Learning Entitlement (LLE) and direct spend	HE lead (tbc)/ FE lead (tbc) / WLB / Employers	HE/ FE	2026	
	Priority Sector Apprenticeship routemaps to be developed into more granular and holistic qualification routemaps reflecting “what works” and further clarifying key Apprenticeship Standards that need funding	All WL skills hubs , supported by HE/ FE/ ITPs	GLA/ LSIP	H1 2026	
	Youth Employment Roadmap will be launched and embedded, with links made to HE Access and Participation Plans and good practice employer-led early career strategies	WL Youth Employment Action Group	WLCH	Q2 2026	
	Build on schools’ existing good practice to deliver more, better, careers education and encounters for all learners with approved providers of Apprenticeships and technical education	WLCH/ YCC/ Schools supported by FE/ HE/ ITPs/ Employers	Existing resources	Ongoing	
	Support employers to offer more ‘modern work experience’	WLCH/ FE colleges/ schools/ YCC	Existing resources	Ongoing	
	Produce West London Skills e-newsletter and promote across multiple digital channels to connect with businesses	WL SH supported by WLB	GLA/ LSIP	3-4 times/ annum	
■ Data and aligning/ increasing funding	Open course data standard moves into Minimum Viable Product test (easier to review ‘supply’ fit for labour market)	WLB supported by ODI, Cetus LLP and DfE/ Skills England	DfE/ Skills England	2026/27 subject to funding	Right data and aligning funding of provision with local need
	Upgrade JCP IT platform to capture data on jobseekers’ quals, previous employment sector and aspirations – pilot in NW London	DWP-JCP , supported by WLA/ WLB	DWP	2026/27 subject to funding	
	Align Sector Based Work Academies and all funding streams within the Integrated Settlement, including Skills Bootcamp and Adult Skills Fund (ASF), to new West London labour market insights	GLA/ WLA/ WLB/ WL SEB	Existing resources	Ongoing	
	Employer investment – Produce an employer facing guide on the business case for investment in training and development, including top tips for planning investment	WLB/ employers	LSIP	Q1 or Q2 2026	

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