

## Summary of results for survey of London borough employment and skills services March 2022

### Background and methodology

In February 2022, London Councils surveyed London boroughs about their employment and skills services, and how these have changed to promote good quality working practices and respond to skills shortages in 2021. The results are compared where applicable with similar surveys conducted in December 2020 and November 2019.

The 2022 survey has 32 responses from all London boroughs<sup>1</sup> – a response rate of 100%. However, not all boroughs responded to all questions so the response rate for each question is indicated where relevant.

### Executive summary

The vast majority of London boroughs (91%) provide a local employment support service. On average, boroughs' estimated annual budget for employment services was £1,538,826 – over half a million more than their budget in 2020 (£949,103). However, it varied between £135,000 and £5.3m. Boroughs identified Section 106 (75%), core council spending (68%) and the European Social Fund (ESF - 68%) as key sources of funding for their employment services.

In terms of staff, on average boroughs employ 25 people, with one borough employing three and another employing 70 staff members. The number of people using borough employment services annually also ranges significantly between 225 and 6,000, with an average of 1,200.

There was a significant expansion in the resources boroughs have put into their job brokerage schemes and the number of Londoners they have been serving. In total, London boroughs spend £35,393,000 on their employment services, employ 683 staff members and support 44,274 Londoners. This is substantially higher than the numbers reported the previous year showing that boroughs have worked to scale up their services. This is likely in response to the rising unemployment caused by the pandemic, as well as the skills and labour shortages London's labour market is experiencing now.

The most common services offered by all, or most boroughs include access to local vacancies (100%), interview preparation/coaching (100%), help with CV and job applications (96%), employment advisor (96%) and support to improve skills (93%). There is a correlation between boroughs' budget for employment services and the number of people accessing the service each year, as well as the number of staff employed by boroughs. This suggests that the increased budgets reported in the last year led to an upscaling in staff and greater capacity to deliver services to more residents.

### ***Local skills and labour market shortages and the government's Plan for Jobs***

The vast majority of London borough officers (89%) said that they changed their employment service in response to local skills and labour market shortages in the last year. Many did so by building wider partnerships and networks to strengthen links with local employers (88%),

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<sup>1</sup> Richmond and Wandsworth responded to the survey together as Richmond is currently using Wandsworth's employment and skills services. For analysis purposes, Richmond and Wandsworth will be counted as one borough throughout the summary of the findings.

working with employers to fill vacancies in growing/resilient sectors (84%) and adjusting careers advice and guidance to connect people with in-demand jobs (80%).

Most London boroughs also continue to engage with the government's Plan for Jobs in response to the pandemic. The most common elements of the Plan adopted by boroughs included Kickstart (86%), Sector Based Work Academies (71%), apprenticeships support (61%), Youth Hubs (57%) and WHP JETS (54%).

### ***No Wrong Door, good work and top priority services***

Most London boroughs (87%) have been involved locally or sub-regionally in developing a 'No Wrong Door' approach. Examples include closer interaction with adult learning providers and employers (74%), multi-agency employment and skills hubs (59%), digital platform to guide people to the right services (56%) and hosting JCP and other services within borough teams (44%). This suggests that work to expand the 'No Wrong Door' approach across London should build on existing local activity.

Most boroughs (87%) also adopted measures to promote good quality working practices at a local level via their employment services (85%), by promoting the London Living Wage (85%), promoting the Mayor's Good Work Standard (70%) and using the borough's procurement policy to promote good work (70%).

Four in five (84%) of the boroughs surveyed said that their Adult and Community Learning Service (ACL) is linked to their employment service, while two-thirds (68%) said they provide skills support to residents in addition to the ACL service. These links between employment and skills services appear strong but may need to be strengthened further given the impact of the pandemic and the structural changes within some sectors of London's economy.

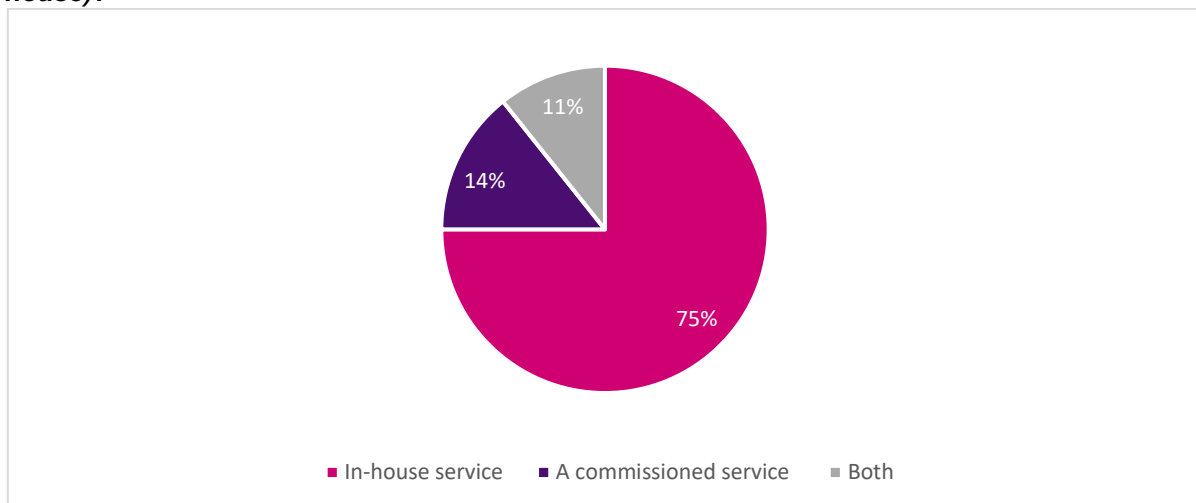
In terms of key priorities to support residents into employment, London boroughs identified developing a 'No Wrong Door' approach to the delivery of employment and skills services, supporting residents into growing and priority sectors, tackling economic inactivity and labour market inequality, and encouraging employers to provide good quality working practices.

## Providing an employment service

Nine in ten borough respondents (91%) provide a local employment service – a very similar proportion to what boroughs indicated in 2020 (88%) and 2019 (87%). Of the three boroughs that do not provide a local employment service, all signpost to other employment services. Of the boroughs that provide an employment service, three in four (75%) deliver it in-house – a proportion much higher than the one recorded in 2020 (54%), but similar to what boroughs indicated in 2019 (78%) prior to the coronavirus outbreak. This shows that borough services in London are recovering in the last year as the labour market and economy opened up.

One in seven boroughs (14%) also commission out their service to another organisation, while one in ten (11%) have both an in-house and commissioned service.

**Figure 1. Does your borough provide a local employment service, (commissioned or in-house)?**



Base: 28 responses.

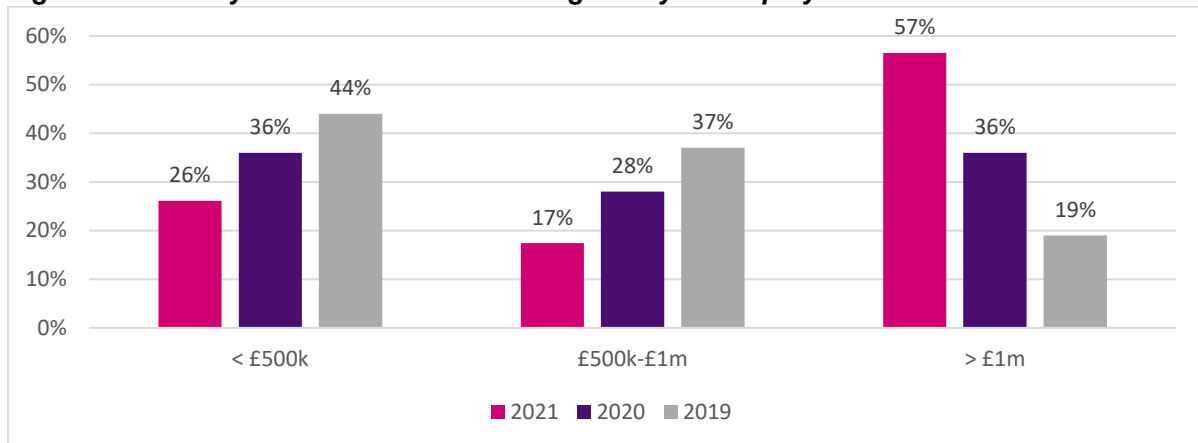
## Funding

On average, boroughs' estimated annual budget for their employment services in 2021 was £1,538,826 – over half a million more than their budget in 2020 (£949,103). However, this varied largely with a range between £135,000 and £5.3m. In total, London boroughs spent £35,393,000 on their employment services in 2021 – over £10 million more than their spend in 2020 (£23,727,564).

Boroughs' spend on their employment services has progressively been increasing in the last three years, which is likely in response to the rising unemployment caused by the pandemic. The proportion of boroughs that spent more than a million increased from 19% in 2019 to 36% in 2020, reaching 57% in 2021. In 2021, a quarter (26%) of boroughs also spent less than £500,000 on their employment services and close to a fifth (17%) spent between £500,000 and a million.

Boroughs identified Section 106 (75%), core council spending (68%) and the European Social Fund (ESF - 68%) as key sources of funding for their employment services. This is somewhat concerning as the ESF will come to an end in 2023 and there are government proposals to replace Section 106 with a national Infrastructure Levy. Therefore, this could have a severe impact on many councils' ability to fund an employment service. Other sources of funding mentioned by borough respondents included DWP and GLA funded programmes and the Community Infrastructure Levy.

**Figure 2. What is your estimated annual budget for your employment services?**

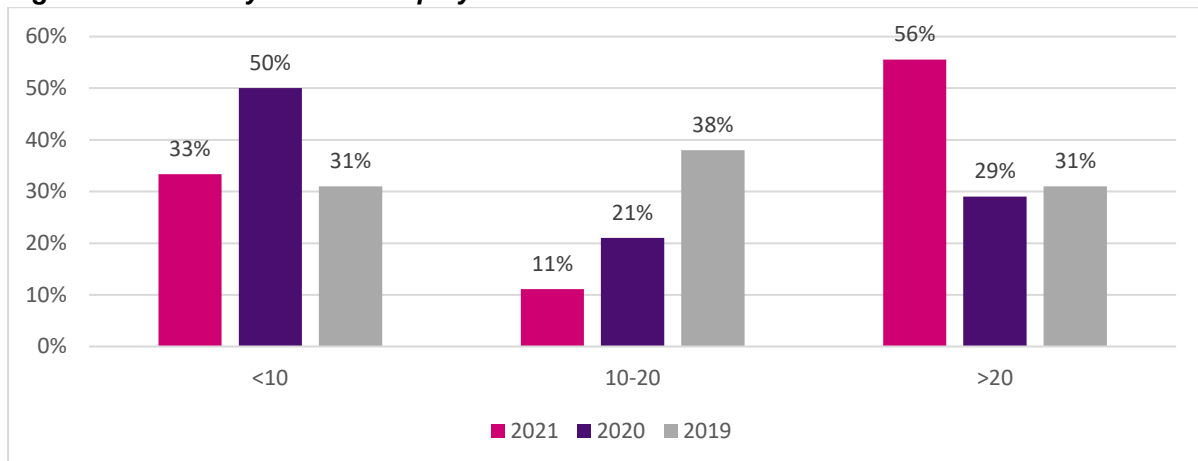


Base: 23 responses in 2022, 25 responses in 2020 and 16 responses in 2019.

### Employment services size and scope

On average, boroughs employ 25 staff in their local employment services. However, this ranges widely with one borough employing 70 staff members, and another employing three. A third (33%) of the boroughs surveyed employ less than 10 people and one in ten (11%) employ between 10 and 20 people. The majority (56%) of London boroughs employ over 20 staff members in their local employment services in 2021, a proportion greater than the one recorded in 2020 (29%) and 2019 (31%). In total, boroughs employed 683 staff members across London in 2021 – almost double the figure recorded in 2020 (387).

**Figure 3. How many staff are employed in the service?**



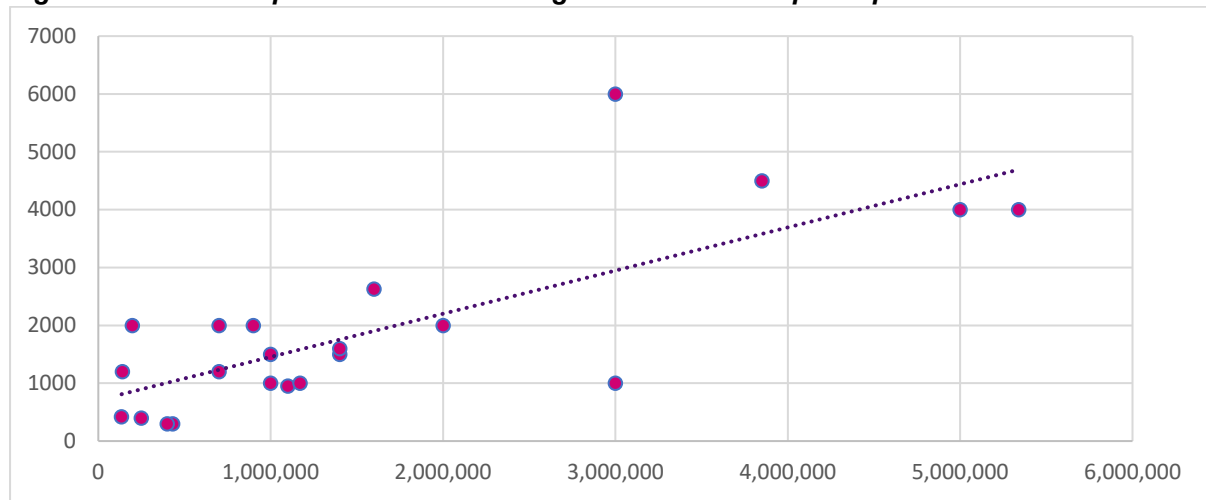
Base: 27 responses in 2022, 24 responses in 2020 and 16 responses in 2019.

Boroughs were asked to estimate the number of people using their service every year. This ranged significantly from 225 and 6,000. On average, boroughs' employment services had 1,200 people accessing them in 2020 – a higher number than the average for 2020 (996). In total, boroughs supported 44,274 Londoners in 2021 – almost double the number reported in 2020 (24,910). This trend might be linked to the increase in unemployment during the pandemic, as well as the skills and labour market shortages London is experiencing as the economy reopens.

There is a fairly strong correlation between the level of annual budget for a borough employment service and the number of council staff employed to work in it, with higher

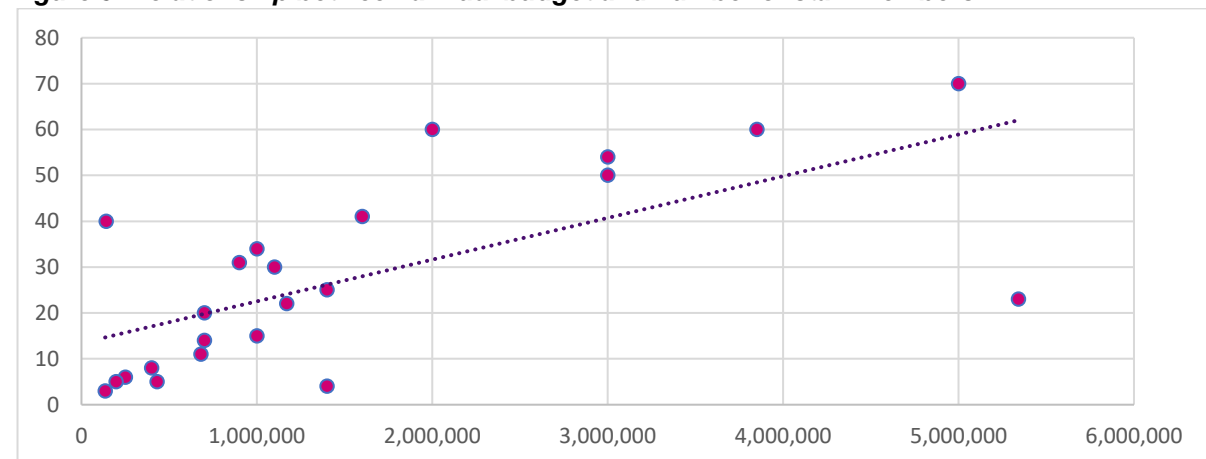
spending services employing far more members of staff. There is an even stronger correlation between the annual budget for boroughs' employment services and the number of people accessing them every year.

**Figure 4. Relationship between annual budget and number of participants.**



Base: 23 responses.

**Figure 5. Relationship between annual budget and number of staff members.**



Base: 23 responses.

## Services provided

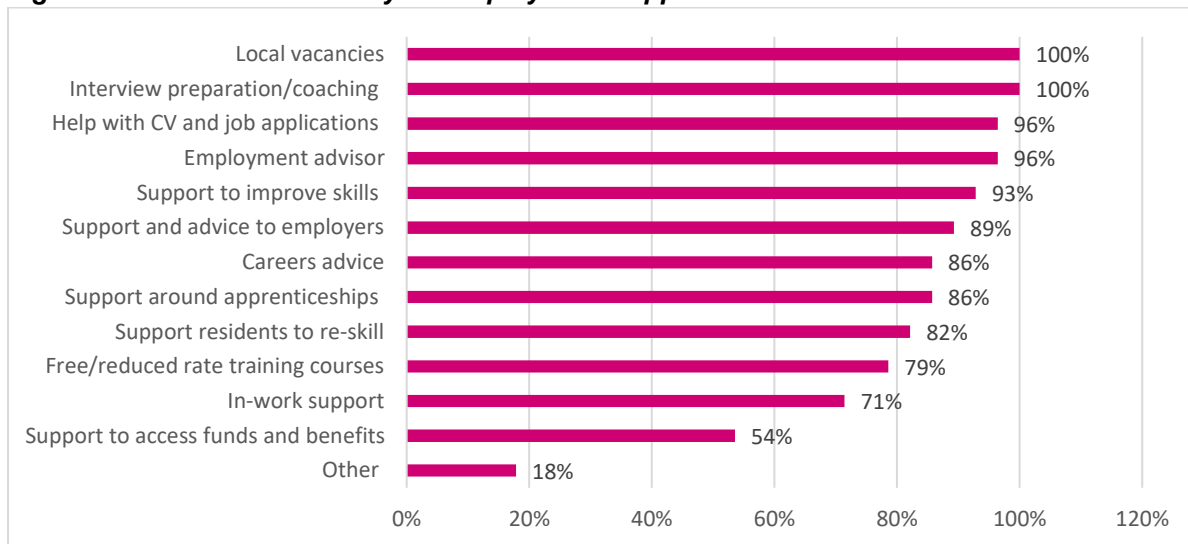
London Councils asked boroughs what range of help they provide as part of their employment support services. The majority of boroughs surveyed offer most of the services listed in the survey, suggesting that they offer a flexible approach for people with different needs.

The most common services offered by boroughs include access to local vacancies (100%), interview preparation/coaching (100%), help with CV and job applications (96%), employment advisor (96%) and support to improve skills (93%). A substantial proportion of boroughs also provide support and advice to employers (89%), careers advice (86%), and support around apprenticeships (86%).

A fifth (18%) of the boroughs surveyed also offer services beyond those suggested in the survey, including:

- Childcare
- Intermediate labour market programmes
- Qualifications and professional employability courses
- Events, webinars and talks
- Support with societal integration

**Figure 6. What services does your employment support service offer?**



Base: 28 responses.

### Local skills and labour market shortages

The vast majority of London borough officers (89%) said that they changed their employment service in response to local skills and labour market shortages in the last year. This reflects wider national trends of ongoing worker shortages across the economy, particularly in sectors like hospitality, construction and health.

London Councils' recent Business 1000 survey showed that there is a recruitment drive specifically among London's businesses, highlighting existing skills gaps.<sup>2</sup> Research from the London Chamber of Commerce & Industry also found that nearly three fifths (58%) of London firms said they had a skills or resource gap in Q2 2021.<sup>3</sup>

The majority of boroughs responded to these skills and labour market shortages by building wider partnerships and networks to strengthen links with local employers (88%) and worked with employers to fill vacancies in growing/resilient sectors (84%). This illustrates the importance of local collaboration and building stronger integration practices between borough services and local employers to support residents and strengthen the local economy.

A large proportion of boroughs also adjusted their careers advice and guidance to connect people with in-demand jobs (80%) and provided more re-training and upskilling support (64%). A fifth (20%) of boroughs selected strategies that were not included in the survey such as:

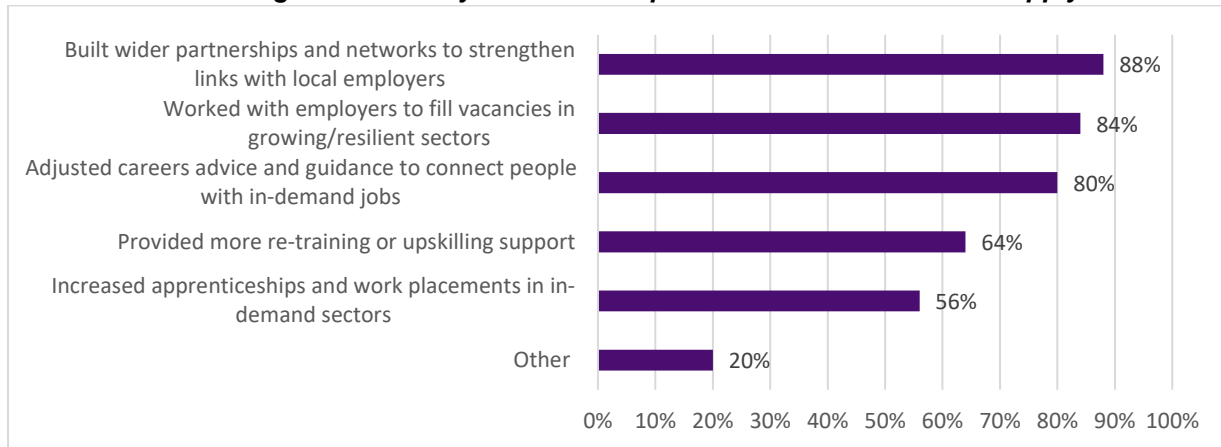
- Employability training workshops
- Sector-specific job clubs and fairs
- Providing ESOL and digital training

<sup>2</sup> London Councils, [Business 1000 Survey](#), 2021.

<sup>3</sup> LCCI, [Capital 500](#), Q2 2021.

- Promoting the London Living Wage (LLW)
- Running job fairs.

**Figure 7. You said you changed your employment service in response to local skills and labour market shortages in the last year. Please explain how and select all that apply.**



Base: 25 responses.

### Case study: LB Waltham Forest HGV drivers campaign

There are multiple examples of initiatives adopted by boroughs to adapt their provision during the pandemic, especially when it comes to addressing skills shortages. For instance, the LB of Waltham Forest has adopted a new ‘packaged’ approach to recruiting, training and employing HGV drivers, to address the current critical supply chain skills shortages. The Council is providing personalised support to residents who wish to enter the field, by organising online events, providing funded training, securing job interviews, and providing support and funding for passing any necessary HGV driver tests and medical assessments. The council is demonstrating a locally-connected approach by joining up job seekers, training providers, employers and central government initiatives. The pilot programme has been largely successful with a lot of trainees being given jobs while they train for their license, and Waltham Forest is aiming to scale up this activity within the borough and across neighbouring boroughs. They are speaking with other councils to connect with the national government HGV recruitment training programme to improve the targeting and effectiveness, while scaling the resources and reach of the localised approach.

### Engagement with Government’s Plan for Jobs

In July 2020, the Chancellor presented his Plan for Jobs aimed at supporting UK’s economic recovery post-Covid-19 by introducing a number of new programmes to retain, create and support jobs in the country.

Some of the policy decisions in the Plan for Jobs included: introducing the Kickstart scheme to create job placements for 16 to 24 year olds on Universal Credit, introducing the Work and Health Programme (WHP) Job Entry Targeted Support (JETS) to support Londoners who have been unemployed for three months or more, providing funding for traineeships, apprenticeships and sector-based work academies and increasing the funding for the Flexible Support Fund.



London Councils asked boroughs whether their employment service engaged in delivering any elements of the Plan for Jobs in the last two years. In 2020, the vast majority (96%) said they did, while in 2022 all boroughs did.

The most common element of the Plan for Jobs boroughs engaged with in both 2020 (81%) and 2021 (86%) was the Kickstart scheme. While the scheme is coming to an end in March 2022, a recent London Councils survey found that the vast majority (93%) of the borough officers surveyed thought that some positives arose from the scheme such as helping young people kickstart their career (67%) and progress in work/apprenticeships (67%).<sup>4</sup>

Almost three-quarters (71%) of boroughs have also been taking advantage of the Sector Based Work Academy Programme (SWAPs) in 2021, specifically designed to help prepare those receiving unemployment benefits to apply for jobs in a different area of work via pre-employment training and work placements. The interest in the scheme increased substantially since 2020 when less than half (46%) of boroughs engaged with it. This may be linked to the increasing skills and labour market shortages in London as the programme is designed to meet employers' immediate and future recruitment needs by recruiting and training a workforce with the right skills to help sustain and grow the business.

Almost two-thirds (61%) of boroughs also provided apprenticeships, and a similar proportion (57%) engaged with the local Youth Hubs designed to help young people into employment. This is a positive finding considering that London currently has the highest youth unemployment rate among the regions, and young Londoners may need support to find lasting work post March 2022 as the Kickstart scheme starts to end.

Over half (54%) of the boroughs surveyed also engaged with the delivery of the WHP JETS, which provides light touch, personalised support to people who have been out of work and in receipt of benefits for at least 13 weeks. The scheme was introduced during the pandemic (2020/2021) and was extended for a second year (2021/2022) because it exceeded initial expectations for programme referrals and starts. Since then it has supported thousands of Londoners into work.

Almost half (46%) of boroughs also took advantage of DWP's Flexible Support Fund and 29 per cent provided traineeships.

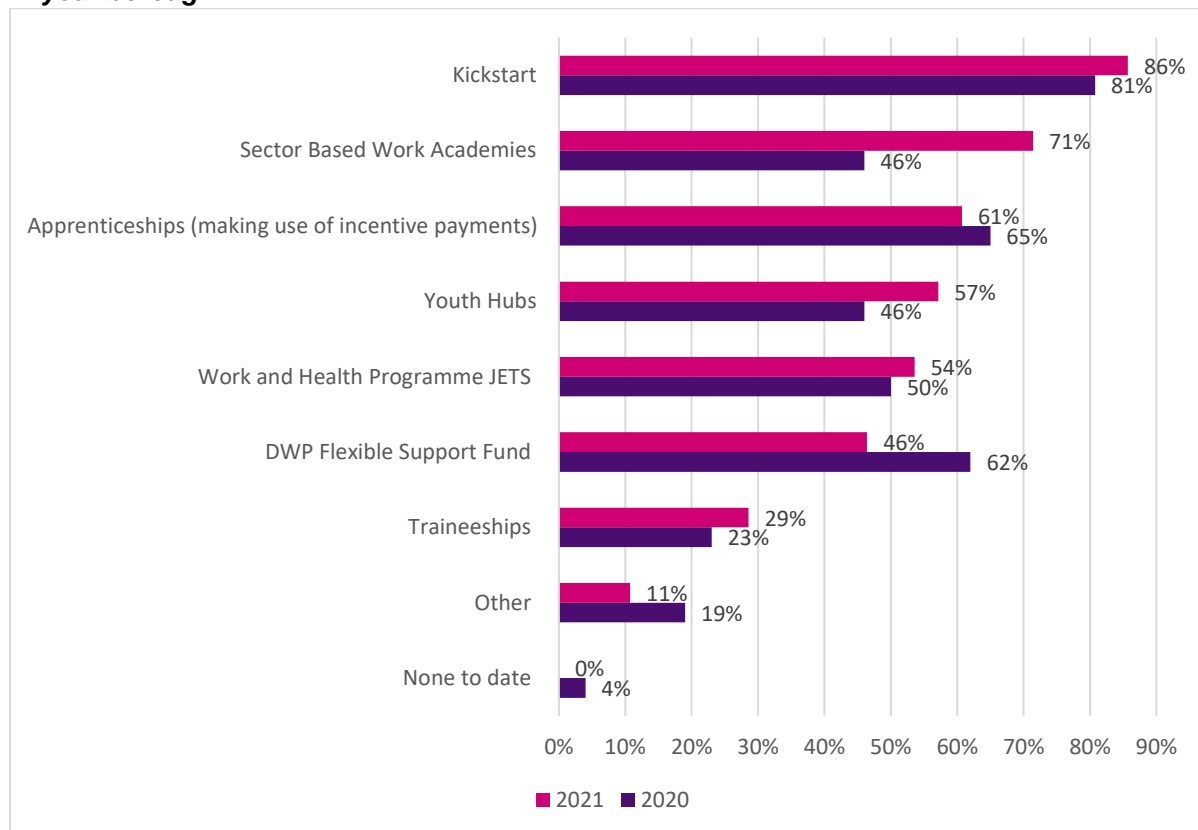
### Case study: RB Kingston and the Kickstart scheme

A lot of London boroughs have been actively engaged with the government's Kickstart scheme. For instance, the RB of Kingston has implemented and delivered the scheme within the borough since its launch in September 2020 and has supported key local gateway organisations. Kingston Council created their own Kickstart placements and additionally facilitated the Achieving for Children (AFC) child services: a gateway organisation to many community partners and schools. Kingston focused on the opportunity for using Kickstart as a catalyst to improve services for care leavers and supported 30 care leavers into Kickstart placements. To date, a total of over 420 young residents have benefited from the Kickstart scheme within Kingston. Kingston's Chamber of Commerce is also a gateway and is actively creating awareness around apprenticeships and supporting local businesses to nurture and employ younger talent within the borough. Kingston employers and partners were the first to trial the successful [Open University's Kickstart portal](#) and the [JCP Connect mentoring platform](#). These two initiatives aimed at supporting younger residents were created with Kingston employers and partners and then formed part of wider DWP trials prior to being adopted nationally.

<sup>4</sup> London Councils, Kickstart Survey with Boroughs, 2022.



**Figure 8. Is your employment service engaged in delivering any elements of the Plan for Jobs in your borough?**



Base: 28 responses in 2022 and 26 responses in 2020.

### No Wrong Door approach

The ‘Good Work’ mission, which forms part of London’s economic recovery work will be focusing on developing a ‘No Wrong Door’ (NWD) approach for employment and skills provision. This is about helping Londoners find the support they need by making it easy to navigate the different service offers and joining up services locally.

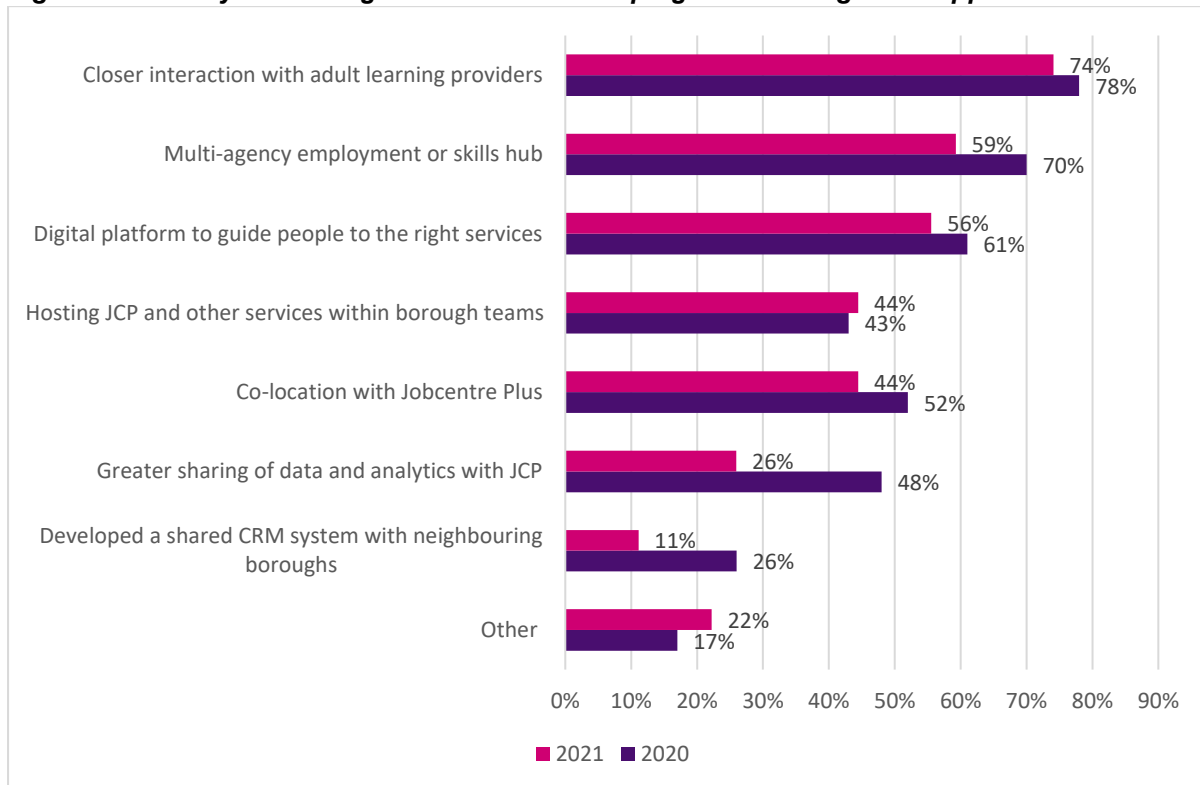
London Councils asked boroughs whether they have been involved in developing a NWD approach locally or sub-regionally, and the vast majority of them said they have in both 2020 (88%) and 2021 (87%).

Of the boroughs who were involved in developing a NWD approach, four in five (74%) did so via closer interaction with adult learning providers and employers, while over half (59%) developed a multi-agency employment or skills hub. A substantial proportion (56%) also worked on a digital platform to guide people to the right services.

Many boroughs also indicated working closely with Jobcentre Plus, including via co-location (44%) and hosting JCP and other services within borough teams (44%).

On the whole a smaller proportion of boroughs were involved in developing the individual NWD activities listed in the survey which might be linked to the fact that London’s labour market was doing substantially better than expected in 2021 in comparison to 2020.

**Figure 9. How is your borough involved in developing a ‘No Wrong Door’ approach?**



Base: 27 responses in 2022 and 23 responses in 2020.

As part of the ‘Good Work’ recovery mission, GLA has provided grant funding for sub-regional partnerships (SRPs) to establish and deliver ‘Integration Hubs’ to help coordinate skills and employment services within their localities. London Councils asked boroughs whether they have been involved locally in the development of the Integration Hubs and over half (58%) said they were. When asked specifically about the nature of their involvement, most boroughs said that they were involved in co-designing the hubs in their relevant sub-region, and contributed to the sub-regional bids/proposals that had to be submitted to GLA for approval. Some boroughs were also invited to discuss the local labour market and suggest which resident groups need most support and might be best to target via the hubs.

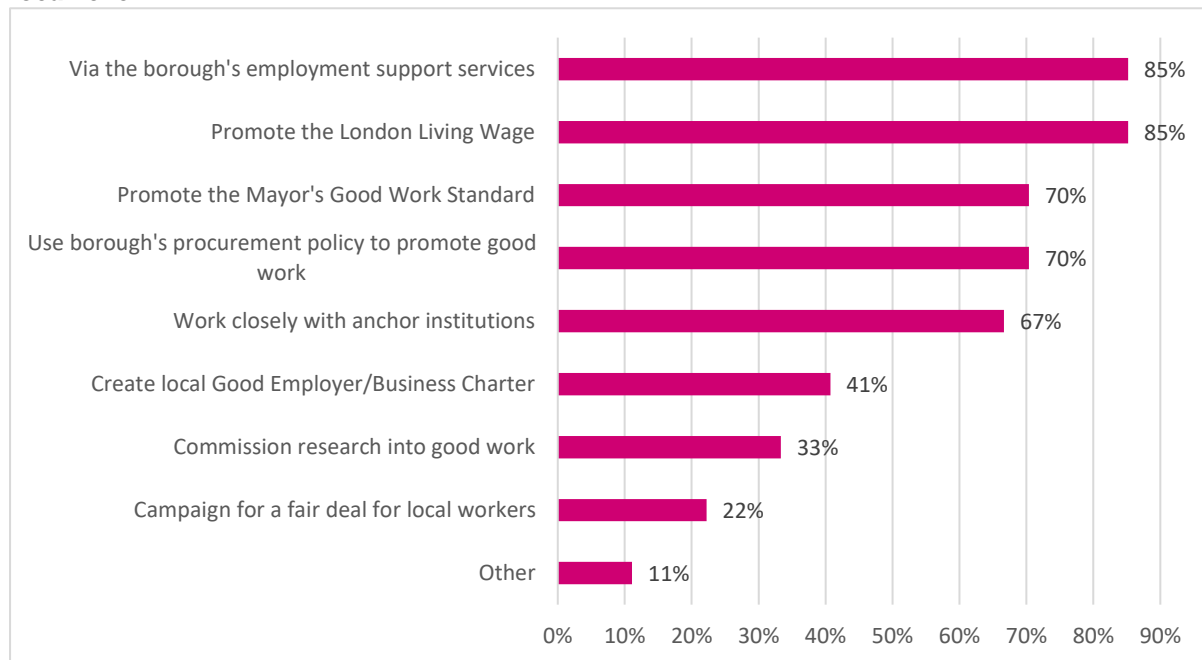
### Promoting good quality working practices

The vast majority (87%) of the boroughs surveyed said that they have adopted measures to promote good quality working practices at a local level. This shows that as part of their economic recovery London boroughs aim to support their residents into good quality jobs rather than in insecure and low paid employment.

When asked specifically about the type of measures they have adopted to promote good work, most boroughs (85%) said via their employment services, as well as by promoting the London Living Wage (LLW). A substantial proportion (70%) also did so by promoting the Mayor’s Good Work Standard and via their Council’s procurement policy.

Local co-ordination and integration also seem to play a key part in promoting good work. Two-thirds (67%) of boroughs said they work closely with anchor institutions to promote it and two in five (41%) have created local Good Employer/Business Charters to encourage local businesses to provide good quality working practices for their employees.

**Figure 10. Which measures have you adopted to promote good quality working practices at a local level?**



Base: 27 responses.

### **Adult and Community Learning Service**

The vast majority (84%) of London boroughs said that their Adult and Community Learning Service (ACL), which provides a range of courses, professional qualifications, and other support, is linked to their employment service. This is a very similar proportion to the one identified in 2020 (81%).

In most instances, boroughs indicated that their ACL and employment services are placed within the same division, sometimes sharing a joint Matrix accreditation, and the link is mostly operational around cross-referrals between the services and sharing of the ACL provision. This allows boroughs to leverage better job outcomes for learners and refer those seeking better employment or a job to skills support.

Some boroughs outlined that the link is designed around the delivery of the SWAPs, and this is supported via cross-referrals and wider collaboration and co-operation between the teams. In other boroughs, the link is more strategic, and the relationship is based on data sharing, as well as jointly deciding on the strategic priorities for service delivery based on local needs.

### **Skills support in addition to the ACL service**

Two-thirds of London boroughs (68%) said they provide skills support to residents in addition to the Adult and Community Learning Service. This is a smaller proportion in comparison to the one identified in 2020 (77%).

The type and intensity of skills support provided by boroughs also differed since last year. A growing proportion focused on sector-specific training in sectors such as construction or training HGV drivers, as well as via the Sector-Based Work Academies. This might be linked to the growing skills and labour shortages many businesses experience in the capital.

Other boroughs said they provide digital skills support and develop residents' ESOL, ICT and functional skills. A few boroughs also focused on providing pre-apprenticeship training and apprenticeship support.

Similar to promoting good working practices, a key channel for ensuring sustained skills support was via building strong local partnerships with training providers, employers and other organisations that provide dedicated skills support.

**Case study: LB Westminster and the City Lions mentoring programme**

The City Lions mentoring programme ran in Westminster was developed in response to the loss of careers-related opportunities and education for 14–16-year-olds due to the COVID-19 pandemic and subsequent impacts of education disruption during this time. The programme was developed to support young people, empower them in their future career choices and help raise aspirations by providing access to an inspirational creative mentor who can help them develop agency, employability skills, and break down barriers for entry in the creative sector. A pilot of the programme was run in 2021 that saw 33 mentor pairs supported over a 4-month period. Mentors came from a range of creative sectors including visual arts, theatre, technology, engineering and others, while mentees included young people who are in care, are neurodivergent and SEN, or have been identified as most in need. The programme was rated ‘excellent’ by the young people who took part and 90% of them strongly agreeing or agreeing that they had developed their transferable skills and confidence as a result of mentoring. The programme is currently halfway through its second year of delivery and has developed to support 50 pairs over a 6-month period.

**Top priority activities/services to support residents into employment**

London Councils asked boroughs what their top three priority activities/services to support residents into employment would be if they had the funding. Interestingly, while boroughs were given the opportunity to mention any priority areas related to employment and skills, there was a lot of commonalities in their answers.

A lot of the priority areas focused on developing a ‘No Wrong Door’ approach to the delivery of employment and skills services in the boroughs via better integration and co-operation between local stakeholders. For instance, some borough respondents highlighted the need for greater co-location with other borough services such as housing, skills, welfare and mental health to provide wrap-around support to local residents.

Other suggestions that were mentioned included greater co-operation with training providers, colleges, and universities in order to improve the skills offer for residents, as well as working closely together with employers to improve the quality and increase the quantity of jobs postings. One borough also mentioned that currently there is sufficient employment provision across London but greater co-operation between providers is needed to ensure all residents are supported into accessing existing services and no one falls in the gaps. Another one stated that designing and embedding a tailored NWD Integration Hub is key to achieving these priorities.

Another key area for boroughs was supporting residents into growing and priority sectors to tackle local skills and labour shortages. Examples included green jobs, health and social care, hospitality, the digital and creative sectors, as well as training residents to become HGV drivers. For some boroughs this was closely linked with developing their training offer by supporting more residents into apprenticeships, or by focusing on pre-employment training, upskilling and providing career change support. For other boroughs it meant commissioning research into resident needs, as well as exploring the employment and skills supply and demand at a local level to be able to target the right sectors.

Many boroughs also prioritised activities aiming to contribute to the local economic development and recovery. For instance, multiple borough respondents stated that tackling

'hidden' unemployment and economic inactivity, as well as labour market inequalities between disadvantaged groups (e.g. ethnic minorities, disabled people, young people, over 50s, care leavers) is a key priority. Some boroughs also prioritised supporting residents with the cost of living. This is especially relevant in London this year as Ipsos MORI polling suggests the cost of living was the top issue facing Londoners in 2021.<sup>5</sup>

Therefore, it is perhaps unsurprising to see that working with employers to ensure Londoners get into good work was also important for boroughs. Multiple borough respondents stated that they will aim to encourage more employers to adopt the LLW, as well as provide greater job flexibility, security, inclusive recruitment and workplace practices, more accessibility for those with health conditions and disabilities, and more in-work training and upskilling opportunities.

Finally, some boroughs prioritised improving their digital outreach and strengthening the Council's online presence to be able to support more residents, while others focused on greater community engagement to increase the visibility of the borough's employment support services.

## **Discussion**

This survey shows that most London boroughs continue to offer an employment support service in 2021, despite it being a very challenging year for boroughs' finances and having no statutory duty to provide this service.

This a positive finding, given the extent of reductions to local government budgets since 2010 and the additional financial challenges boroughs have been facing since the outbreak of the coronavirus crisis in early 2020. Boroughs have no statutory obligation to provide such a service. Yet boroughs remain committed in providing employment and skills support to their residents, specifically those most affected by the crisis.

The estimated annual budget of boroughs' employment support services increased substantially in 2021, following a trend of increase in the previous two years. The higher budget, corresponded to an overall increase in the number of staff employed by boroughs in their employment services, as well as an increase in the number of participants being served by these services. In comparison, these numbers remained unchanged between 2019 and 2020. This expansion in resources is likely linked to the increase in unemployment during the pandemic, as well as the skills and labour market shortages London businesses are experiencing in the recovery.

Boroughs also continue to provide a wide range of services to residents, with the majority of the borough respondents offering most of the services listed in the survey, suggesting that they offer a flexible approach for people with different needs. Therefore, it seems that boroughs have been using the increase in their employment budgets to expand the capacity of provision at a time when there was also an increased need for employment support with the economy slowly re-opening and more and more people wanting to go back to work.

However, a lot of this provision is funded by Section 106, which may be transformed in future, and ESF funding, which is slowly winding down. This raises concerns about the ability of boroughs to maintain the current level of provision that proved essential in helping many Londoners back into good work as the capital slowly recovers from the pandemic.

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<sup>5</sup> [Ipsos Mori Research on Londoners on behalf of London Councils](#), December 2021.

### ***Local skills shortages and the Plan for Jobs***

The coronavirus crisis drastically transformed London's labour market in the last two years. While the capital is not experiencing the mass unemployment crisis that various organisations were predicting in early 2021, employment hasn't yet recovered to pre-pandemic levels, participation in the labour market has reduced, and many sectors are experiencing skills and labour shortages. It is likely that boroughs are using their increased budgets to respond to these shortages considering that most of them said they have experienced them locally. In this domain, boroughs specifically focus on building closer partnerships with key stakeholders, re-training and upskilling residents and providing careers advice.

Boroughs also continue to strongly engage with the government's Plan for Jobs which was introduced during the pandemic to support UK's economic recovery post-Covid-19. This shows that while unemployment in the capital is slowly recovering as the economy re-opens, there is still a great need for tailored employment support, especially when it comes to specific groups most affected by the pandemic, such as young people or people who want to change their career or sector.

It seems that boroughs are working to ensure these mainly national schemes are embedded and work well in their local communities. However, while the engagement with the Plan for Jobs is currently high, it will be interesting to see whether any gaps in provision emerge in the future with Kickstart no longer taking referrals from March 2022 and WHP JETS coming to an end in October 2022.

While these measures were welcome and boroughs used them to support residents into good work, future research should aim to identify the gaps in support and how these can be addressed. For instance, while young people were supported by Kickstart, Youth Hubs and various apprenticeship and traineeship programmes, there was limited support for over 50s who have been out of work for a long time. Research should also explore in greater detail the mismatch between current vacancies and available resident skills in order to be able to identify how to best address labour market shortages.

### ***No Wrong Door, good work and top priority services***

In the last two years most London boroughs have been working locally or sub-regionally on developing a NWD approach through closer interactions with different stakeholders, by developing employment and skills hubs, as well as digital platforms for directing residents to the right services.

In 2021, many boroughs also worked to co-design and co-develop sub-regional Integration Hubs which can help co-ordinate this work. Moreover, when asked about the top priority activities for supporting their residents, many boroughs mentioned aspects of a NWD approach such as building greater co-operation between training providers, employers, and employment providers, as well as greater co-location with other borough services such as welfare and housing.

Supporting good quality working practices was another priority for London boroughs with most of them using their employment support services as a key channel for promoting the good work agenda. This is a positive finding showing that while boroughs are still recovering from the pandemic, they have the capacity to go beyond crisis-management activities and focus on economic development and supporting residents into good work, rather than low-paid employment.