PRIORITY SECTOR

Health, Care and Life Science



You told us:

An ageing and growing population, and the shift to community-based care, will increase demand on workforce capacity and change the roles and skills needed to deliver neighbourhood health. Social care, and clinical and non-clinical health roles, face persistent recruitment and retention challenges linked to pay and progression. Vacancy volumes are high, but interest is declining, and the sector is struggling to attract early careers employees and career changers.

Health and Care has relied on overseas workers, however changes to immigration and visa requirements will accelerate the need to develop domestic talent pipelines. Skills gaps centre on digital competencies such as EMIS and SystmOne, AI readiness, inclusion and communication. Employers are committed to apprenticeships, but face backfill costs and safeguarding barriers to work experience. Employers find the skills system hard to navigate, and educators want closer collaboration on curriculum design.

Growth in life sciences, driven by the London Cancer Hub, is creating new opportunities in R&D, oncology, clinical trials, biotech and data heavy research roles, with the resultant need for a local talent pipeline.

Working together we will:

- Embed Core & Digital Skills: Integrate communication, compassion, life skills, and digital literacy (including AI) into health and social care curricula; align training with employer needs through modular, stackable courses and competency frameworks.
- Strengthen Pathways & Employer Support: Develop clear career progression routes (FE–HE–employment), expand internships and placements, and simplify employer engagement via hubs, pooled funds, and frameworks; promote social care and life sciences as rewarding careers through campaigns and summits.
- Convene employers, education providers, and sector boards to co-design recruitment pipelines, shared infrastructure, and scalable workforce programmes; increase visibility of health and life science careers through single job portals and inclusive pathways.

Curriculum

We expect training providers and educators to ensure that curriculum is developed to meet the in-demand occupations and skills identified in the LSIP.

We expect these to be delivered through a range of programmes including 16-18 study programmes, T Levels, A Levels, apprenticeships, Adult Education Funded provision and community learning.

Current and projected demand for occupations

- Care workers & home carers
- Social workers
- Health care practice managers
- Specialist medical practitioners
- Health associate professionals n.e.c.
- Health/public health managers and directors
- Medical and dental technicians
- Therapy professionals n.e.c.
- Registered specialist nurses
- Youth and community workers

Local Insight

- Personal assistants (personal health budgets)/shared lives carers
- Direct care workers, clinical trial support
- Laboratory scientists, data/analytical roles
- Translational scientists, lab technicians in biotech/pharma partnerships
- Domiciliary carers, mental health nurses, AHPs, maternity support workers
- Clinicians trained in LD/autism and suicide prevention
- Pathology e.g. bio-medical scientists and geneticists, diagnostics e.g. radiotherapy

Skills in demand

Technical

- Auditing
- Mental health
- Nursing
- Psychology
- Social work

Transferable

- Communication
- Management
- Leadership
- Research
- Teaching

Workforce Demographics

Health, Care and Life Science

62,000 employee jobs

14.6% of **SLP** total

Croydon 19k – Kingston 13k – Merton 8k
Richmond 8k – Sutton 15k

3,640 Local units

13% of London sector total,
71% less than 10 employees:
increase from 3,285 in 2022

Croydon 1170
Kingston 525
Merton 670
Richmond 705
Sutton 570

8,959 **online job postings**
3m average London declining from over 17,000 in 2022

82% **female** **18%** **male**

36% **from ethnic minority backgrounds**
38% across all London sectors
42% of workforce born outside of the UK

35% aged over 50 years
27% across all London sectors

18% **reported a disability**
14% across all London sectors

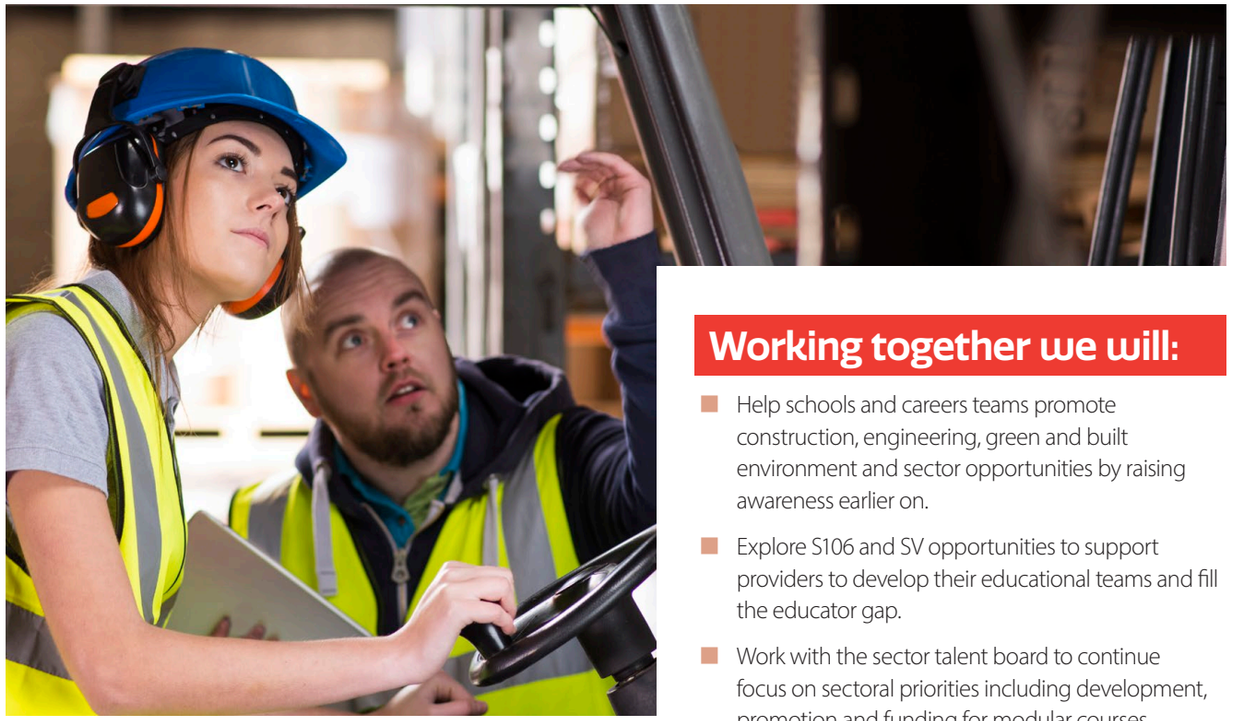
Typical annual pay (gross median)
£36,400 vs **£43,200** all industries in London
12.6% of jobs paying below LLW vs **13.8%** all industries in London

30.6% cite no opportunities for career progression

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PRIORITY SECTOR

Construction, Engineering and the Built Environment: Nature and Net Zero



You told us:

A persistent shortage of skilled construction teachers and assessors is holding back growth in FE provision. Low pay compared with industry, high workloads and a lack of awareness that teaching is an option for those leaving the trades all make recruitment difficult.

SMEs understand the need to upskill for new technologies such as retrofit but struggle to find staff with the right competencies or to release existing staff for training. Employers want shorter, modular courses and more flexible apprenticeships.

Future Skills Questionnaires show rising interest in construction and engineering between Years 7 and 11, but engagement with schools must be sustained and the breadth of opportunity made clearer, particularly in biodiversity, retrofit, creative design and digital innovation. With a predominantly white male workforce, the sector is keen to create more inclusive pathways and to work systemically with education providers.

Working together we will:

- Help schools and careers teams promote construction, engineering, green and built environment and sector opportunities by raising awareness earlier on.
- Explore S106 and SV opportunities to support providers to develop their educational teams and fill the educator gap.
- Work with the sector talent board to continue focus on sectoral priorities including development, promotion and funding for modular courses and micro credentials, matchmaking to ensure employers and educational institutions can work more effectively together. Consider the growth and skills levy to develop modules and working with local colleges to offer quick upskill programmes (funded via discretionary levies or grants) and inclusive recruitment policy and practice.

Curriculum

We expect training providers and educators to ensure that curriculum is developed to meet the in-demand occupations and skills identified in the LSIP.

We expect these to be delivered through a range of programmes including 16-18 study programmes, T Levels, A Levels, apprenticeships, Adult Education Funded provision and community learning.

Current and projected demand for occupations

- Engineering technicians
- Quantity surveyors
- Health & safety managers & officers
- Electricians & electrical fitters
- Mechanical engineers
- Construction supervisors
- Chartered surveyors
- Electrical engineers
- Civil engineers
- Skilled metal, electrical trade supervisors

Local Insight

- Site labourer, roofers, carpenters/ joiners, plasterers
- Ground worker, bricklayer, plumbers, electrician
- Gas engineer, site supervisor/safety supervisor, project managers
- Foreman, surveyor

Skills in demand

Technical

- Project management
- Construction
- Plumbing
- Subcontracting
- Carpentry

Transferable

- Communication
- Management
- Problem solving
- Detail orientated
- Customer service

Workforce Demographics

Construction, Engineering and the Built Environment

21,750 employee jobs

4.9% of **SLP** total

Croydon 6k
Kingston 3k
Merton 4.5k
Richmond 2.25k
Sutton 6k

7,935 Local units

97% less than 10 employees:

Croydon 2420
Kingston 1060
Merton 1675
Richmond 960
Sutton 1820

8,719 **online job postings**

3m average London rising from 7,000 in 2025

37% **female**

63% **male**

17% **from ethnic minority backgrounds**

38% across all London sectors

48% aged over 50 years

27% across all London sectors

15% **reported a disability**

14% across all London sectors

Typical annual pay (gross median)

£46,800 vs **£43,200** all industries in London

5% of jobs paying below LLW vs **13.8%** all industries in London

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PRIORITY SECTOR

Visitor Economy: Retail & Hospitality



You told us:

The sector offers accessible entry-level roles and progression, but high turnover, low wages and a reputation for being unstable and low paid deter young people and career changers. Student numbers on hospitality courses are falling, and some services and menus are being deskilled to match the staff available.

83% of employers in the sector said management and leadership are among the top skills needed in the next two to five years. Digital literacy is a growing gap, covering CRM systems, online booking and sustainability tracking.

SMEs lack HR capacity, and entry-level recruitment too often asks for qualifications rather than skills or strengths.

Working together we will:

- Update hospitality qualifications to include digital tools (e.g., reservation systems, social media marketing), green practices, and emotional intelligence as core competencies; expand Skills Passport programmes to certify essential skills and improve job readiness.
- Create clear vocational routes from schools/colleges into hospitality through hands-on experiences and funded outreach; work with trade organisations to improve the image of hospitality careers; promote employer involvement in curriculum design and training delivery.
- Help SMEs access training and share best practices; utilise funding to support underrepresented groups; encourage businesses to adopt people strategies, invest in apprenticeships, and offer CPD; provide leadership training for managers and maintain collaboration forums to drive innovation.

Current and projected demand for occupations

Retail

- Managers/directors in retail and wholesale
- Advertising/marketing associate professionals
- Customer service roles n.e.c.
- Buyers & procurement officers
- Sales & retail assistants
- Marketing managers
- Sales supervisors – retail & wholesale
- Roundspersons & van salespersons
- Customer service managers
- Warehouse operatives

Hospitality

- Chefs
- Kitchen/catering assistants
- Waiters/waitresses
- Bar staff
- Receptionists
- Coffee shop workers
- Housekeepers & related occupations
- Bar & catering supervisors
- Restaurants & catering managers
- Events managers & organisers

Local Insight

- Retail assistants/customer sales assistants

Skills in demand

Retail

Technical

- Marketing
- Key performance indicators (KPIs)
- Customer relationship
- Business development
- Project management

Hospitality

Technical

- Restaurant operation
- Food safety & sanitation
- Cooking
- Food preparation
- Housekeeping

Transferable

- Communication
- Sales
- Customer service
- Management
- Retail: detail oriented/ Hospitality: operations

Curriculum

We expect training providers and educators to ensure that curriculum is developed to meet the in-demand occupations and skills identified in the LSIP.

We expect these to be delivered through a range of programmes including 16-18 study programmes, T Levels, A Levels, apprenticeships, Adult Education Funded provision and community learning.

Workforce Demographics

Retail

42,000 employee jobs
9.9% of **SLP** total

Croydon 14k
Kingston 8k
Merton 7k
Richmond 7k
Sutton 6k

5,600 Local units
84% less than 10 employees:

Croydon 1605
Kingston 1095
Merton 1045
Richmond 1075
Sutton 780

9,618 online job postings
3m average London reducing from nearly 16,000 in 2022.

57% female **43%** male

43% from ethnic minority backgrounds
38% across all London sectors

20% aged over 50 years
27% across all London sectors

21% reported a disability
14% across all London sectors

Typical annual pay (gross median)
£30,000 vs **£43,200** all industries in London

31% of jobs paying below LLW
vs **13.8%** all industries in London

52% cite no opportunities for progression

Hospitality

32,000 employee jobs
7.5% of **SLP** total

Croydon 8k
Kingston 6k
Merton 5k
Richmond 8k
Sutton 4k

3,725 Local units
75% less than 10 employees:

Croydon 1110
Kingston 605
Merton 675
Richmond 765
Sutton 570

9,164 online job postings
3m average London rising after a dip to 7,000 in 2024, lower than peak in mid-2022.

53% female **47%** male

53% from ethnic minority backgrounds
38% across all London sectors

31% aged over 50 years
27% across all London sectors

21% reported a disability
14% across all London sectors

Typical annual pay (gross median)
£26,300 vs **£43,200** all industries in London

48.4% of jobs paying below LLW
vs **13.8%** all industries in London

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PRIORITY SECTOR

Creative and Digital

You told us:

85.7% of employers identified advanced digital skills as a top skill needed in the next two to five years, and 71.4% said too few candidates have the skills required.

SMEs on tight margins report fewer projects, longer sales cycles and pressure to do more with less as AI reshapes the market. Freelancers struggle to fund their own training, which points to a need for modular, stackable courses and a clearer lifelong learning entitlement. Awareness of funding support is low.

Geographical spread of different subsectors across SLP will impact localised delivery of skills.

There are few structured opportunities for SMEs, freelancers and start-ups to connect, and little affordable workspace or specialist equipment.

Working together we will:

- Embed Digital & Cyber Skills Across Curricula: Integrate IT, digital, and cyber basics into all vocational programmes (e.g., CRM and POS systems in hospitality, data tools in care) and promote essential (soft) skills and digital literacy as core competencies, supported by a "Digital Readiness" framework for employers.
- Strengthen Partnerships & Advanced Training: Position universities and colleges as AI and digital translators through formal partnerships delivering sector-specific workshops; scope technical and higher-level skills gaps in creative and digital and develop modular training for businesses covering technical skills, business strategy, marketing, and AI usage.
- Expand support, collaboration and alumni networks through mentoring schemes and regional networking and mentoring opportunities; provide guidance on funding applications and establish resource hubs; promote affordable collaborative workspaces, leverage creative networks and alumni, and boost academic-industry links through clusters and taskforces focused on skills and innovation.

Current and projected demand for occupations

Digital

- Programmers, software development professionals
- IT business analysts, architects, system designers
- Data analysts
- Database admin, web content technicians
- Cybersecurity professionals
- IT managers
- IT network professionals
- Actuaries, economists, statisticians
- Web design professionals
- IT operations technicians

Creative

- Advertising/marketing associate professionals
- Marketing/sales/advertising directors
- Public relations & comms directors
- Marketing/commercial managers
- Web design professionals
- Arts officers, producers & directors
- Authors, writers & translators
- Events managers & organisers
- Carpenters & joiners
- Graphic & multimedia designers

Local Insight

- Film and video, set building, props, lighting, sustainable costume design, creative and digital data

Skills in demand

Digital

Technical

- Python
- Scalability
- SQL
- Amazon Web Services
- Agile methodology

Transferable

- Communication
- Problem solving
- Management
- Leadership

Creative

Technical

- Marketing
- Project management
- Social media
- Customer relationship management
- Digital marketing

Transferable

- Communication
- Sales
- Detail orientated
- Management
- Leadership

Local Insight

- Digital adaptation/AI adoption
- AI literacy and ethical usage
- Design thinking, user experience (UX), and AI-driven

Curriculum

We expect training providers and educators to ensure that curriculum is developed to meet the in-demand occupations and skills identified in the LSIP.

We expect these to be delivered through a range of programmes including 16-18 study programmes, T Levels, A Levels, apprenticeships, Adult Education Funded provision and community learning.

Workforce Demographics

Digital

23,000 employee jobs
5.4% of **SLP** total

Croydon 4.5k
Kingston 3.5k
Merton 5k
Richmond 7k
Sutton 3k

6,600 Local units
95% less than 10 employees:

Croydon 1565
Kingston 1020
Merton 1195
Richmond 1785
Sutton 1030

11,583 **online job postings**
3m average across all London sectors

29% **female** **71%** **male**

41% **from ethnic minority backgrounds**
38% across all London sectors

28% aged over 50 years
27% across all London sectors

7% **reported a disability**
14% across all London sectors

Typical annual pay (gross median)
£59,800 vs **£43,200** all industries in London

7.9% of jobs paying below LLW
vs **13.8%** all industries in London

Creative

25,000 employee jobs
5.9% of **SLP** total
8th highest proportion creative % of total employment compared to all LSIP regions (BRES)

Croydon 1.2k
Kingston 4k
Merton 5k
Richmond 9k
Sutton 2.5k

8,800 Local units
96% less than 10 employees:

Croydon 1975
Kingston 1360
Merton 1535
Richmond 2735
Sutton 1165

7,337 **online job postings**
3m average across all London sectors

38% **female** **62%** **male**

34% **from ethnic minority backgrounds**
38% across all London sectors

25% aged over 50 years
27% across all London sectors

11% **reported a disability**
14% across all London sectors

Typical annual pay (gross median)
£30,200 vs **£43,200** all industries in London

22.8% of jobs paying below LLW
vs **13.8%** all industries in London

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PRIORITY SECTOR

Education



You told us:

A shortage of industry specialist tutors is restricting the ability to respond to skills needs, and tutors for adult learning are particularly hard to recruit. Providers report funding volatility, constrained ASF budgets and regulatory friction, and the need for enhanced salary rates for hard to fill roles.

Youth unemployment is growing, and the shift in FE and HE from qualifications to job outcomes and progression into work requires greater partnership and support for post-16 providers. Without employer incentives, T Level and apprenticeship placements are in short supply.

SEND demand is significant and growing in complexity, and stronger mental health leadership is needed to support students into work. Rising demand for childcare and a shortage of places are limiting access to education. Learner demand for childcare courses is also declining.

Working together we will:

- Maintain employer engagement and further coordinate with subregional approaches; explore FE's role in job brokerage for young people into priority sectors (including childcare workforce) and maximise adult employability provision through partnerships and supported employment pathways.
- Strengthen transition management between schools, HEIs, and employment; launch collaborative recruitment campaigns for tutors and trainers to attract talent into the education sector and address shortages.
- Tackle specialist tutor shortages with enhanced remuneration packages and explore additional funding streams for curriculum development in priority sectors.
- Work with FE to develop the pipeline of early years practitioners.

Current and projected demand for occupations

- Teaching assistants
- Secondary education teaching professionals
- Special & additional needs education teaching professionals
- Primary education teaching professionals
- Teaching professionals
- Early education & childcare practitioners
- Higher education teaching professionals
- Education managers
- Early education & childcare assistants
- Higher level teaching professionals

Local Insight

- FE tutors: accountancy, finance, counselling, construction, electrical and plumbing, engineering, ESOL
- Nursery practitioner (Level 2 & Level 3)/ room leader

Skills in demand

Technical

- Working with children
- Special education needs, neurodiversity
- Classroom management
- Learning support
- Psychology

Transferable

- Teaching
- Communication
- Management
- Planning
- English language

Curriculum

We expect training providers and educators to ensure that curriculum is developed to meet the in-demand occupations and skills identified in the LSIP.

We expect these to be delivered through a range of programmes including 16-18 study programmes, T Levels, A Levels, apprenticeships, Adult Education Funded provision and community learning.

Workforce Demographics

Education

45,000 employee jobs

10.6% of **SLP** total

1,515 Local units

61% less than 10 employees:

Croydon 400
Kingston 225
Merton 315
Richmond 355
Sutton 220

12,310 **online job postings**

3m average London declining from an 18,000 peak in mid-2025 and 2023.

68% **female**

32% **male**

29% **from ethnic minority backgrounds**
38% across all London sectors

37% aged over 50 years
27% across all London sectors

27% **reported a disability**
14% across all London sectors

Typical annual pay (gross median)
£39,500 vs **£43,200** all industries in London

9.6% of jobs paying below LLW
vs **13.8%** all industries in London

47.8% cite no opportunities for progression

Early Years

5,800 employee jobs

515 Local units

Croydon 1750
Kingston 900
Merton 900
Richmond 1250
Sutton 1000

Croydon 175
Kingston 55
Merton 90
Richmond 110
Sutton 85

Higher Education

4,290 employee jobs

35 Local units

Croydon 25
Kingston 2500
Merton 250
Richmond 1500
Sutton 15

Croydon 5
Kingston 10
Merton 5
Richmond 10
Sutton 5

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