

## Report – Finance Committee

### Get Britain Working Trailblazer – Full Potential – Novation to the City of London Corporation

*To be presented on Thursday 11<sup>th</sup> October 2025*

*To the Right Honourable The Lord Mayor, Aldermen and Commons  
of the City of London in Common Council assembled.*

#### **SUMMARY**

This report concerns the City of London Corporation's role as contracting authority on behalf of Central London Forward (CLF). At the request of CLF, it seeks the requisite approvals to move 'Full Potential' (one of five Get Britain Working Trailblazer programmes funded by the Department for Work and Pensions (DWP), via the Greater London Authority (GLA)) from the London Borough of Camden, to the City of London Corporation.

This means agreeing a novation of the agreements between the GLA and Camden. These agreements follow a prescribed and standard form reflect funding from the DWP.

In addition, your Finance Committee also recommends the Court approves receipt of £15m of additional funding and the activities associated with running the programme for a further 3 years at a cost of £5m per year.

As with previous approvals concerning CLF, a Court of Common Council decision is required to passport any such recommendations proposed by the CLF Board and approved by your Finance Committee.

#### **RECOMMENDATION**

That the Court of Common Council:-

- Approves novation of the agreement between the GLA and the London Borough of Camden, and the agreements between the London Borough of Camden and the other CLF member authorities in relation to this Programme.
- Approves the acceptance of funding from the GLA and/or the Department for Work and Pensions (DWP) for an extension of and growth within the 'Full Potential' Get Britain Working Trailblazer programme, up to a total value of £15m for delivery between April 2026 and March 2029, and endorsement of the subsequently required contractual amendments or variations.
- Approves novation of the agreement between the London Borough of Camden and the Learning and Work Institute for the evaluation of this programme, and

the extension of that agreement to cover the extended programme period, to March 2029.

- Delegates authority to the Chamberlain and Executive Director, Innovation and Growth, with support from the Comptroller & City Solicitor's Department to finalise and enter into the relevant contractual information.

## **MAIN REPORT**

### **Background**

1. 'Full Potential' is one of five Get Britain Working Trailblazer programmes funded by the Department for Work and Pensions (DWP), via the Greater London Authority (GLA). The Trailblazers were originally designed to be one-year, test-and-learn programmes aiming to bring together services and test new approaches.
2. Full Potential is focused on young people with experience of the care system.
3. Ordinarily, the City of London Corporation acts as the contracting authority on behalf of Central London Forward (CLF). On this occasion the London Borough of Camden took on a coordinating role funding was offered and the programme designed in just three months, with the approvals being required during the time when the City of London Corporation was having its elections.
4. Published in late November 2024, the Government's Get Britain Working White Paper set out their proposals to reform employment, health and skills support to tackle economic inactivity and support people into good work. The white paper announced ambitions to reduce NHS waiting lists, reforms to Jobcentre Plus to increase the focus on careers and work rather than on administering benefits, the creation of a new national jobs and careers service, a greater focus on digital services in the employment and skills support system and a goal to create an inclusive labour market where everyone can participate and progress in work, aiming for an 80% employment rate within a decade.
5. The White Paper also set out plans for Trailblazer areas to bring together services and test new approaches, supported by £240million of investment.
6. Five Trailblazers will be delivered in London with the Greater London Authority acting as accountable body. Three focus broadly on economic inactivity, and two on delivering the Youth Guarantee:
  - a. One pan-London Trailblazer providing systems leadership and change in the youth employment, education and training (EET) and wraparound support space. This Trailblazer will also deliver discrete transitions, mental health, and youth participation focused pilots with the geographic specifics of delivery identified through mapping and data analysis conducted through set-up grant funding. Finally, resource within this Trailblazer will deliver a pan-London convening and coordination function for all four sub-regional Trailblazers across both youth and economic inactivity. London government partners want to ensure that all Trailblazer activity is coordinated to maximise the capital's allocation.

- b. One Trailblazer focusing on care leavers aged 17-25 years old, delivered by CLF. It is this Trailblazer – now called Full Potential - that is the subject of this report.

7. Full Potential will support over 1,000 care-experienced young people

### **Current Position**

8. Working with Camden and our other member authorities, CLF has already begun delivering the Full Potential programme. The programme aims to:
  - Support care leavers in central London to progress toward and move into employment, education and training;
  - Build capacity through helping boroughs and other stakeholders to innovate, to work together, and to learn from each-other;
  - Build the evidence base about what works in supporting care leavers into employment, education and training
9. The exact interventions vary across boroughs but essentially provides intensive support from a personal advisor with a low caseload and work closely with employers to identify employment opportunities and provide pastoral support on the transition into work. There will be an intermediate labour market element, providing subsidised temporary roles, paid at least the London Living Wage, to give care leavers real-world experience. It is likely that at least one of those intermediate roles will be hosted by CLF itself, to demonstrate leadership in this area and to contribute in a new way.
10. Full Potential focuses on the following outcomes:
  - Number of care leavers engaged;
  - Care leavers supported into sustainable work;
  - Care leavers supported into education and training;
  - Increased confidence and employability of care leavers
11. CLF has procured, through a competitive process, the Learning and Work Institute to act as the evaluation partner for this programme, as per the GLA's requirements. The Learning and Work Institute is now in contract with Camden (on behalf of CLF).
12. There were some delays in programme delivery beginning as the GLA and DWP negotiated the legal agreements, and these were cascaded down to delivery partners. This means that year one delivery is challenging, but this is being managed, and CLF is confident that it will deliver the relevant outcomes.
13. A three-year funding extension has been announced, but the full detail is not confirmed at this stage. Previous experience of this programme demonstrates that decisions will be made with very short lead-in or preparation time, and therefore approval for a funding envelope is sought at this stage to maximise efficiency and delivery time.

14. CLF's preference is therefore to bring the programme back in line with its usual governance arrangements for the duration. This means agreeing a novation of the agreements between the GLA and Camden. These agreements follow a prescribed and standard form reflect funding from the DWP.

### **Options**

15. Do not approve: the most likely outcome of this is that the programme will continue to run with Camden acting as the contracting body on behalf of CLF. Such action however undermines a functional status quo that CLF has developed over a number of years and adds operational complexity to an already complex programme and delivery structure. This option was considered but not supported by your Finance Committee
16. Approve: such decision would bring governance of this important programme to the City of London Corporation in line with other CLF programmes and ensure consistency across CLF programmes. This recommendation was supported by your Finance Committee and is before you this day, to agree.

### **Proposals**

17. The arrangement for Camden to be the contracting body for this programme was made for the purposes of expediency, and to ensure that CLF did not miss out on this funding due to the City of London Corporation elections.
18. These proposals therefore bring Full Potential back in line with CLF's usual governance processes in time for plans to be made for delivery of the extended programme.

### **Key Data**

19. There are 19,000 Care Experienced young people in London aged 17-25.
20. Care leavers face significant social and economic disadvantage and experience substantially worse outcomes than other young people:
- a. Care leavers aged 19-21 are over three times more likely to be NEET.
  - b. Care leavers are around four times more likely to have a mental Health disorder.
  - c. Care leavers are more likely to lack of formal qualifications, and to have unstable housing, which acts as a barrier to education and employment.

### **Corporate and Strategic Implications**

#### Strategic implications

21. The funding will support the following outcomes of the City of London's Corporate Plan; Diverse and engaged communities; Dynamic economic growth; Providing excellent services.

#### Financial implications

22. There are no financial implications for the City Corporation. All programme costs, including management costs, are met by the funding from the DWP (via the GLA).

#### Resource implications

23. The resource implications for the City Corporation are very limited. CLF is supported by colleagues within Innovation and Growth, Comptroller's and Chamberlain's. Services from Comptroller's and Chamberlain's are recharged internally, so the cost is met from CLF budgets.

#### Legal implications

24. There are legal implications in that this paper seeks approval for the novation of legal agreements to the City of London Corporation, but there are no implications beyond what is usual for CLF contractual arrangements.

25. The suggested approach is compliant with Section 1 of the Localism Act and There are no legal implications. Extending the contract is permissible under Reg 72(1)(b) of the Public Contracts Regulations 2015.

#### Risk implications

26. There are risks inherent in programme delivery, but CLF's work is managed and scrutinised regularly by its own Board, which mitigates risk to the City of London Corporation by providing another layer of senior-level oversight. Payment risk is limited on this programme as payment is made in arrears and on the basis of evidenced allowable spend.

#### Equalities implications

27. CLF specifically works to tackle labour market inequalities and support residents with protected characteristics into good jobs. The Full Potential programme specifically works to address the challenges of care-experienced young people. Experience of care is designated by some authorities as a protected characteristic in itself.

#### Climate implications

28. There are no specific climate implications.

#### Security implications

29. There are no security implications.

#### Conclusion

30. The extension of the Trailblazer programme by DWP offers an opportunity to increase the reach and effectiveness of this test-and-learn programme. In order to take full advantage of that opportunity, CLF seeks approval via this Report to bring the programme in line with existing governance arrangements.

All of which we submit to the judgement of this Honourable Court.

DATED this 16<sup>th</sup> day of September 2025.

SIGNED on behalf of the Finance Committee.

**Deputy Henry Nicholas Almroth Colthurst**  
Chairman, Finance Committee