

**MAYOR OF LONDON**

---

# **Inclusive Talent Brokerage**

Grant Fund Prospectus

---

# Copyright

**Greater London Authority  
August 2025**

Published by  
Greater London Authority  
City Hall  
Kamal Chunchie Way  
London E16 1ZE

enquiries 020 7983 4000  
minicom 020 7983 4458

Photographs ©

Copies of this are available  
from [www.london.gov.uk](http://www.london.gov.uk)

---



## Summary

As part of the Mayor of London's Workforce Integration Network (WIN), the Inclusive Talent Brokerage programme will fund community-based organisations (CBOs) to deliver new, high-quality job brokerage and placement support to Black and minority ethnic Londoners who are underrepresented in the workforce.

The grants will help CBOs increase their capacity to connect underrepresented Londoners with good work opportunities. It will also help employers and recruiters to fill more vacancies with skilled talent from diverse and underrepresented communities.

Grantees will receive additional support from a labour market and recruitment specialist. These specialists will partner with the GLA to help grantees access: a wider pool of job leads (particularly in growth sectors identified in the London Growth Plan – these are shown in the definitions section below); employer contacts; and bespoke advice, data and guidance. This will help CBOs broker additional opportunities, and place more of their beneficiaries into good work.

Eligible organisations will be from the voluntary, community and social enterprise sector. They will have a strong track record of helping underrepresented Londoners into high-quality employment. We are particularly interested in applications from Black or minority ethnic-led; or have lived experience of racially underrepresented groups strongly embedded into their organisational cultures and programmes. For-profit organisations will be considered if they meet the preceding criteria, and deliver high social impact.

The programme is expected to run from September 2025 to August 2026. Timelines for delivery will be agreed with successful bidders at inception.

To achieve the desired scale of impact, we will provide funding ranging from £40,000 to £70,000 per project. The funding amount requested should be based on a realistic projection of the job outcomes expected from the project.

Grantees can use the funding to create new initiatives that help place people in jobs; scale up existing delivery models; or fund new role(s) to add capacity for greater employer engagement, and to place more of their beneficiaries into good work. Applicants must demonstrate, with a clear evidence base, how the funded activity will deliver additional value over and above their baseline (without GLA funding) projections for the delivery period.

---

Please note the funding cannot be used to deliver any training, employability or wraparound support to pre-job-ready candidates. Funded activity must focus on job brokerage and matching support; and must target job-ready cohorts.

**The grant application window is open from 1 August until 12pm on 1 September.**

## Definitions

### **Community-based organisation (CBO):**

Usually, a non-profit entity that operates within a specific community or geographical area, aiming to address local needs and improve the wellbeing of its residents.

### **Underrepresented groups:**

Those who are underrepresented in the London labour market. These include:

- Young Black men (16-24) and older Black men (50+)
- Black women
- Pakistani and Bangladeshi women

Within these groups, WIN has a particular focus on disabled people and workers in lower socio-economic groups, as an intersectional approach

### **Job-readiness:**

The skills, knowledge and attributes that enable individuals to successfully transition into, and thrive in, the workforce.

### **Talent pool:**

A pool of candidates who have been through programmes, and now possess the skills needed for current or future job openings

### **Job brokerage:**

Job brokerage involves a dual approach of working with beneficiaries and employers alike. Beneficiaries receive support to apply to specific vacancies. Employers that share opportunities and vacancies are offered a service connecting them to suitable candidates, who are intentionally matched to their needs.

**Employer engagement:**

Broadening employer relationships; advocating for underrepresented communities and offering access to role-ready candidates to fill job roles.

**Inclusive recruitment processes:**

Removing specific barriers in recruitment processes and create a more enabling environment for candidates from underrepresented communities.

**In-work support:**

Providing additional support to those that have successfully found work to sustain employment.

**Good work:**

Minimum of 16 hours/week and is continuous for at least 12 weeks, pays a basic salary of the London Living Wage or above and does not involve the use of zero-hours contracts.

**Skills Bootcamps:**

Skills Bootcamps help Londoners aged 19+ to enter employment, upskill or change career. They are open to adults who are full-time or part-time employed, self-employed or unemployed; and adults returning to work after a break.

**Growth sectors/priority sectors:**

- Construction and the built environment (Green construction)
- Creative and cultural
- Digital and technology
- Financial, professional, and business services and technology
- Energy
- Health and social care

- Transport/logistics
- Hospitality (experience economy)
- International education
- Life sciences

**Inclusive Talent Strategy (ITS):**

A key component of the London Growth Plan, aiming to develop a more employer-led and integrated skills and employment system to help Londoners into high-quality jobs and provide employers with the talent they need. It focuses on building a skilled workforce, creating diverse talent pipelines, and ensuring all Londoners have access to the skills and training necessary for career progression. The strategy is being developed collaboratively by the Greater London Authority (GLA) and London Councils, with input from stakeholders across the capital.

**Talent gap:**

The disparity between the skills and talent needed by organisations in London, and the available talent pool when considering diversity and inclusion.

**Opportunities:**

Internships(not shorter than 12 weeks)/apprenticeships/early careers roles/permanent roles/Temporary contracts(Minimum 6 months). These include part time work. All temporary contracts and internships offered are expected to lead to sustained employment.

**Job outcome:**

A successful placement into a job that meets the definition of good work.

**Sustained employment:**

Being employed for at least 6 months.

## Background

The Mayor of London's WIN seeks to improve pathways into good work for underrepresented Londoners from Black and minority ethnic backgrounds. WIN works with employers and industry bodies to tackle workforce underrepresentation in key sectors of London's economy.

WIN seeks to address the 'talent gap' in London. Although the [vast majority \(82 per cent\) of firms have open vacancies](#), skilled Londoners from underrepresented communities struggle to access good jobs and careers.

London has job vacancies that businesses are struggling to fill. Despite this demand, too many Londoners aren't in work, or aren't working to their full potential. They are shut out of the labour market because they have a disability or health condition; or because of discrimination, skills needs and caring responsibilities.

As things stand, underrepresentation in the workforce has a high social and economic cost, fuelling inequality and dragging down productivity. Around half of firms in London with live vacancies report that they [struggle to fill them](#). More employers are recognising that accessing untapped talent pools from diverse communities can help them to attract, hire and retain the talent they need to respond to skills shortages, increased competition and a changing economy.

Current industry efforts to tackle underrepresentation, and fill more skilled jobs with diverse talent, have had mixed impact. A [recent study by UCL researchers](#) (backed up by insights from the WIN programme) revealed large inequalities in access to professional occupations. It found that significant ethnic and socio-economic disparities persist even in the recruitment processes, and hiring decisions, of large employers with a strong commitment to social mobility – especially when there is higher competition for jobs.

Public-sector job-support programmes also face constraints. This includes a lack of tailored and culturally competent employment support that offers pathways into good-quality jobs.

**A key problem is therefore a persistent system failure to provide a bridge between the untapped talent of underrepresented communities, and the high demand for skilled workers from employers in key industries.**



**Our research suggests that the community sector is a potential source of scalable solutions to this problem.**

CBOs that specialise in career development and job brokerage for underrepresented groups have unique qualities that help them tackle barriers to good work. At their best, they foster high levels of trust and credibility with beneficiaries and employers alike. They provide a high-quality service that delivers job and hiring outcomes, while using their advocacy skills to promote wider positive change (for example, in how employers recruit, or how beneficiaries make decisions about their careers and help others in their community).

Based on insights developed through the WIN programme, new funding and partnerships with recruiters and employers can help CBOs scale up their job-brokerage operations. This can create significantly more opportunities for underrepresented Londoners; and connect diverse talent pools to in-demand jobs and careers in growth sectors of the economy.

This approach is in line with the [London Growth Plan](#) and the upcoming ITS for London. At its core, this ten-year Strategy aims to reduce poverty, boost productivity, and prepare Londoners for a fast-changing economy, while tackling long-standing inequalities. The ITS is structured around several interconnected outcomes. Together, these outcomes will create a skills and employment system that is:

- integrated across services and sectors
- inclusive of all Londoners
- responsive to the needs of employers
- resilient to future economic change.

## Programme Objectives

The overarching goal of the programme, in line with the London Growth Plan's ITS, is to grow and diversify workforces in growth sectors and to support Londoners facing barriers to work get into quality jobs.

The aims of the work are to:

- reduce workforce inequalities, and tackle barriers that Londoners from underrepresented groups face in accessing good work and placing them into employment (**Short and long term**)
- reduce the talent gap by connecting diverse talent pools to quality jobs and recruitment pipelines in growth sectors (**long term**)
- help more employers create inclusive recruitment, hiring and in-work support practices that deliver social and commercial value (**long term**)
- foster new ways of working between communities, recruiters, employers and public services to support systems change (**short and long term**).

Short term – within the funding year.

Long term – beyond the funding year.

This will be achieved through the following objectives:

- Expand and scale up proven community-based job-brokerage models, that can significantly increase the number of beneficiaries supported into good work and sustained employment.
- Create sustainable partnerships between community organisations, recruiters and employers that reduces barriers into employment addressing inclusion and negative attitudes and creates more diverse talent pools across key sectors.
- Build a community of practice to share learning, encourage collaboration, and demonstrate a clear business case for increased industry engagement and investment in job brokerage for underrepresented groups.
- Increase underrepresented communities' understanding and engagement with the wider skills and employment system, by sharing information and providing referrals to other culturally appropriate training and support opportunities, such as bootcamps.
- Leverage the capacity of business networks of the GLA, industry brokers and leading recruitment specialists to create a pipeline of open vacancies and employer leads to match to programme beneficiaries

The outcomes this will lead to are listed below:

For underrepresented Londoners that receive support, this will result in:

- **increased success in finding good-quality jobs** (numbers into good work)

- **sustained employment and/or career progression** (number still in employment at six months – number progressing to more skilled and better-paid work).

For employers, community organisations and recruiters, this will result in:

- **increased opportunities available to underrepresented Londoners** (number of opportunities accessed through job brokerage and partnership activity, number of appropriate referrals made to other support such as adult learning or bootcamps)
- **engaged employers recruit more candidates from underrepresented groups** (increase in proportion of underrepresented Londoners in engaged employers' candidate pools, getting an interview, getting a job offer)
- **positive changes to employer attitudes and hiring practices** (number of engaged employers reporting more inclusion-friendly attitudes, and qualitative evidence for changes to recruitment and hiring practices in the longer term)
- **increased involvement of underrepresented Londoners in community efforts to promote labour market inclusion** (number of participants joining alumni networks, becoming mentors or volunteers).

## Target Groups

Projects must support Black and minority ethnic groups that are underrepresented in the workforce – particularly in higher-skilled and better-paid occupations in London's growth sectors. We also welcome groups that consider intersecting inequalities, such as socioeconomic inequality faced by ethnic minority groups; gender-based discrimination faced by ethnic minority groups; and the impact of disability.

Bidding organisations can work with a single target group, or multiple ones. Bidders should demonstrate existing connections with their target groups; or an ability to develop new connections with the groups they will work with through their application.

All project activity must take place within London, with London residents.

## What will be funded

The programme will fund job brokerage and matching activity that targets job-ready cohorts within organisations' candidate pools.

Job brokerage involves a dual approach of working with beneficiaries and employers. Beneficiaries receive support to apply to specific vacancies, while employers that share opportunities and vacancies are offered a service that connects them to suitable candidates that are intentionally matched to their needs.

Programme activity should include all or most of the items listed below.

In the short term:

- **Opportunity brokerage:** Sourcing exclusive opportunities (jobs, internships, apprenticeships) as well as wider job leads and vacancies that are matched to and filled by suitable candidates.
- **Candidate screening:** Identifying and activating cohorts within your talent pools that are job-ready and suitable for brokerage support.
- **Personalised candidate matching, support and preparation:** Matching candidates to specific opportunities and helping them to prepare for the recruitment process – becoming “role-ready”.
- **Employer engagement:** Expanding employer relationships, advocating for underrepresented communities and offering access to role-ready candidates to fill job roles.
- **Community referrals:** Where appropriate, referring beneficiaries to other CBOs or other parts of the Inclusive Talent System – such as adult learning, local job boards, apprenticeships and skills bootcamps. The GLA will support this (see partnership working section below).

In the long term:

- **In-work support:** Providing additional support to those that have successfully found work, to sustain employment.
- **Supporting employers to build inclusive recruitment processes:** Working with engaged employers to remove specific barriers in recruitment processes and create a more enabling environment for candidates from underrepresented communities.

This could include targeted advocacy or support around diversity in recruitment, and strategic input around HR and workforce development.

Bidding organisations have flexibility in proposing how they will deliver this work. However, the funding must be used for new activity that significantly boosts the quality of their job-brokerage offer, and the volume of people they place into good work opportunities. This may include, for example:

- creating or expanding projects or services
- funding new role(s) to add extra job brokerage capacity, for example business engagement adviser(s)
- developing tools or resources
- scaling up impactful activities or delivery models
- forming new delivery models – for example, partnering with other organisations to increase the reach and scale of impact.

Bidding organisations will need to explain how their proposals will create “additionality”. They must show the additional job outcomes they will deliver, compared to current projected outcomes (without GLA funding) for the delivery period.

**Please note the funding cannot be used to deliver any training, employability or wraparound support to pre-job-ready candidates. Funded activity must focus on job brokerage and matching support targeting your job-ready cohorts.**

## Partnership working and support from the GLA

Partnership working is crucial to the success of the programme. Successful organisations are expected to engage with the GLA; a recruitment and labour market expert commissioned by the GLA, its business networks; and its skills, training and employment. They will receive information, dedicated officer support, and guidance to facilitate this.

There are two key partnership opportunities successful grantees will engage with.

**A recruitment and labour market expert partner**

The GLA will commission a specialist recruitment and technical partner to help CBOs with the following:

- **Additional lead generation:** Generating tailored job leads from their large employer accounts as well as GLA existing relationships and other parts of the Inclusive Talent System distribute to CBOs, expanding the supply of suitable opportunities available for their beneficiaries to fill.
- **Coaching support:** Offering coaching and tailored support to help CBOs strengthen their job-brokerage support models – for example, through specialist workshops, data insights and implementation advice
- **Delivering bespoke matching activities:** For example, large job fairs that connect skills and job-ready candidates from across the programme and CBOs to inclusive employers with live vacancies.

## Who can apply

We welcome applications from the voluntary, community and social enterprise sector. We particularly welcome applications from organisations who are Black and minority ethnic-led (at least 51 per cent of leadership) and who are able to demonstrate strong processes for embedding the lived experience of their beneficiary groups into their governance structures and programmes. We will consider applications from private companies if they meet the necessary criteria and deliver social impact as a core business priority.

Applicants should have the following:

- Extensive experience of delivering and managing high-quality and holistic personal development, employability and job brokerage interventions for Black and minority ethnic Londoners who are underrepresented in the labour market.
- Existing talent pools of job-ready Londoners they can access and match to the project. These may be beneficiaries that graduate from their support programmes, alumni, or members of local community networks.
- Demonstrable knowledge and expertise of issues around workforce inclusion affecting underrepresented Londoners.

- Clear data collection methods.
- A strong track record of delivering positive job outcomes for underrepresented Londoners.
- A proven and demonstrable model of employer engagement, including a track record of quality employer engagement leading to the creation of opportunities for underrepresented groups. They should be able to demonstrate strong existing business relationships.
- Knowledge of the local labour market, and the skills needs of good-quality occupations in growth sectors of the economy.
- An understanding of the importance of equality, diversity and cultural competency in the delivery of the proposed project
- Experience of working in partnership with key stakeholders.

To be eligible to receive the funding, bidding organisations must meet the following criteria:

- They must be a registered charity, charitable incorporate organisation, or social enterprise. This includes companies limited by guarantee and community interest companies. We will consider private companies if they deliver social impact as a core business priority.
- They must have demonstrable capacity, experience and expertise to lead and deliver projects that can be mobilised quickly. These projects should incorporate a range of stakeholders and partners at strategic and operational levels.
- They must have been operating for at least three years.
- They must be in sound financial health, with a positive end-of-year position in the previous financial year.
- They must have robust experience of programme management – including gathering and analysing data, measuring and communicating impact, and reporting.
- They must be based in London and/or working with Londoners.

The following due diligence documentation is required:

- copy of the most recent audited accounts
- evidence of public and employer's liability insurance
- copy of the organisation's financial regulations/procedures

- statement of the organisation's cash flow forecast for the current year
- the organisation's budget for the current year
- budgeted allocation of funding within the project
- name and contact details of bank
- details of previous GLA contracts/grants and values over the last 12 months
- grant amount requests
- project title
- company or charity registration number.

### Equality and diversity

- The organisation must:
- ensure that all staff are appropriately trained – including in interacting with members of protected groups, to ensure they do not discriminate by commissioning the delivery of the contract on behalf of the GLA
- ensure that their approaches and processes are underpinned by equality and diversity policies that also consider intersectionality, and encompass cultural humility
- evidence that reasonable and proportionate adjustments have been made, where appropriate, to their delivery of the services and management of the project
- support participation in the project, as appropriate, from protected groups who may otherwise be excluded through project design and management.



## Funding and Payment

Funding of between £40,000 and £70,000 is available for eligible organisations. This reflects the scale of activity expected. The funding level requested should be based on the cost of activity and the volume of expected job outcomes. There should be **a minimum of 25 beneficiaries accessing good work opportunities by March 2026; and 50 beneficiaries accessing good work opportunities, as a result of the funded activity, by October 2026.**

We expect up to 10 organisations to receive funding. Organisations cannot submit more than one bid.

Payments will be based on achieving key milestones, as set out in the applicant's delivery plan/work plan or as agreed by the GLA. We may consider larger upfront payments with appropriate break clauses (to be agreed with the GLA, on a case-by-case basis).

## Duration

The funding will cover activity up to September 2026.

## Project Management

The successful grantee must provide a work plan/delivery plan with key milestones. They should also provide the GLA project manager with monthly progress reports linked to these milestones.

The successful applicant will also be expected to make themselves available for an inception meeting. They may be asked to contribute to activities around sharing good practice, which will be undertaken by the GLA as part of wider policy activity. They will also engage in partnership activities with the GLA and its networks, as well as a commissioned recruitment and technical partner (see the section above, on partnership working).

---

A designated GLA officer will be responsible for contracting monitoring, to ensure effective delivery and value for money. The officer will also conduct regular monthly meetings, to ensure programme activity is managed to expectations.

The grantee will be responsible for monitoring the project to ensure effective delivery and value for money.

The grantee will be expected to report to the WIN team as and when requested; and will be subject to standard GLA project-monitoring processes, including progress reports in standard GLA formats. The grantee will also submit an end-of-project report with details of the project's impact.

The GLA will ensure reporting processes are appropriately designed; and will minimise the administrative burden on grantee organisations. GLA officers will be available to grantees to support effective monitoring and reporting.

## Evaluation

The GLA will commission an external evaluation partner to work with project stakeholders throughout the project.

The GLA expects grantees to engage as necessary with the evaluator. This may include participating in interviews and ensuring appropriate monitoring and data-collection processes are in place.

## Scoring Criteria

All applications received will be scored based on the criteria below.

We reserve the right to ask for clarification on proposals through an interview process.

The GLA may request presentations from prospective grantees. Funding will depend on passing due diligence checks. The GLA is not bound to accept the lowest cost.

**Strength of rationale and evidence for proposal (35 per cent)**

- Clear understanding of the project scope, objectives and desired outcomes.
- Clear rationale for how the proposed activity will produce the projected job outcomes.
- Plausible and evidence-based job-outcome projections, including a clear account of the additional value created as a result of the grant funding.
- Clear demonstration that the bidding organisation's beneficiary support and job-brokerage models are of high quality and informed by the needs of beneficiaries.

**Clear delivery and impact (30 per cent)**

- Clear outline of the proposed structure, delivery model(s) and activities the funding will support.
- All activity should be aligned with the programme's definition of job brokerage.
- Clearly structured and viable delivery plan, including a timeline of all key activities and approach to partnership working.
- Strong project management approach, including an awareness of key risks and how to manage them.
- Use of qualitative and quantitative data to track progress and monitor outcomes.

**Strong expertise and experience (20 per cent)**

- Relevant previous experience, and evidence that the bidding organisation meets the key criteria (see 'Who can apply?').
- A proven track record of delivering job outcomes for underrepresented Londoners.
- A strong track record of generating opportunities for underrepresented groups through employer engagement.
- Experience of partnership working.
- Qualification and expertise of staff delivering the project.
- Demonstration of the capacities, resources and relationships in place to deliver effectively – including existing job-ready talent pools, employer relationships and networks.

### Value for money (15 per cent)

- Clear outline of costs and the outcomes that will be achieved as a result of the funding.
- Evidence of sustainability, and how new ways of working and activity might be embedded beyond the funding period.

Each of the above areas will be assessed in accordance with the following criteria:

- 0 – No response
- 1 – Unsatisfactory – no relevant evidence
- 2 – Poor – criteria not met and unacceptable
- 3 – Satisfactory – not met exactly, but acceptably
- 4 – Good – most aspects of criteria are met
- 5 – Excellent – meets criteria exactly

## Timetable

The anticipated timetable for the project is outlined in the table below

Milestone	Deadline (W/C – provisional)
Request for proposals published	1 August 2025
Closing date for responses	1 September 2025
GLA shortlisting	W/C 1 September 2025
Interviews, if needed	TBC
Due diligence and appointment	W/C 8 September 2025
Launch/initiation day	September
Signing of grant agreements	September

<b>Milestone</b>	<b>Deadline (W/C – provisional)</b>
GLA funding commences	W/C 15 September 2025
GLA funding delivered by	March 2026
Monthly updates to the GLA on progress	Ongoing
Programme closes	September 2026

**Other formats and languages**

For a large print, Braille, disc, sign language video or audio-tape version of this document, please contact us at the address below:

Greater London Authority  
City Hall  
Kamal Chunchie Way  
London E16 1ZE

Telephone **020 7983 4000**

**[www.london.gov.uk](http://www.london.gov.uk)**

You will need to supply your name, your postal address and state the format and title of the publication you require.

If you would like a summary of this document in your language, please phone the number or contact us at the address above.

---