

MAYOR OF LONDON

Sector Talent Boards and Pan London Sector Hubs Prospectus

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Introduction

London is a global powerhouse of innovation, creativity, and enterprise. Its economy is one of the most dynamic and diverse in the world, driven by high-growth sectors such as Life Sciences, Construction, and the Creative Industries. Yet despite this strength, too many Londoners remain disconnected from the opportunities that fuel the city's success.

In today's fast-evolving labour market, employers need talent with practical skills, adaptability, and real-world experience. At the same time, many Londoners, particularly those without advanced qualifications, struggle to access secure, well-paid jobs. Strengthening the connection between training and real-world industry demand will empower more Londoners to succeed and help businesses grow. To help close this gap and unlock London's full potential, the Mayor of London is investing funding to help put employers in the driving seat, ensuring that skills, careers, and employability provision across the capital is responsive, inclusive, and aligned with London's long-term growth ambitions.

This investment directly supports the **London Growth Plan** which sets out a 10-year vision to boost productivity, raise living standards, invest in green skills and grow our exports. It is the first step in delivering London's **Inclusive Talent Strategy** and builds on the work of London's **Local Skills Improvement Plan (LSIP)**, led by BusinessLDN. Sector Talent Boards will play a key role in delivering LSIP priorities and providing a live view of sector needs.

The Mayor's investment is comprised of three core components:

1. **Sector Talent Boards.** These boards will act as strategic convenors and action-oriented delivery partners, bringing together employers, industry bodies, and workforce experts to identify and monitor skills gaps, shape training priorities, and tackle sector-specific challenges such as recruitment barriers and progression routes. They will champion inclusive access, facilitate communities of expert practitioners to share best practice with skills providers, and ensure

that training provision reflects real-time industry needs. Sector Talent Boards will also serve as ambassadors to engage more employers and foster sector-wide collaboration, while supporting clear pathways into good jobs and higher education.

2. **Pan-London Sector Hubs.** The Hubs will convene and support the Sector Talent Boards, coordinate delivery, and translate board priorities into action. They will also serve as a central entry point for employers within their sectors, particularly larger businesses, seeking to engage with, co-design and/or co-invest in the talent system.
3. **Sub-Regional Hubs.** *(Outside the scope of this funding opportunity)* These Hubs will focus on engaging SMEs and employers with location-specific needs, connecting them to local talent pipelines, training, and support.

Together, these elements will create a coherent, employer-driven ecosystem - one that empowers businesses to access the skilled workforce they need - while opening-up inclusive, high-quality career pathways for Londoners.

Funding Opportunity

The Mayor of London is inviting bids from eligible organisations to take a leading role in shaping the capital's workforce strategy. Grant funding of up to **£360,000 per annum** is available to organisations to **administer a Sector Talent Board and establish and lead a Pan-London Sector Hub** in one of three priority sectors: **Construction and Built Environment, Creative Industries, or Life Sciences**.

This is a unique opportunity for sector leaders to:

- **Influence training and workforce planning at scale** by placing employer needs at the heart of London's skills system.
- **Shape policy and provision** to ensure Londoners develop the skills your sector needs to thrive.
- **Strengthen your organisation's profile and impact** as the strategic convenor for employers, training providers, and partners across London.

Who should apply?

We are seeking **sector intermediary organisations** with the networks, infrastructure, and credibility to act as trusted convenors of all parts of the sector. Eligible organisations will demonstrate:

- Established forums or mechanisms for consulting a broad network of employers, ensuring sector-wide insights inform decision-making as well as existing engagement with the skills system (including those within Higher Education, Further Education and Independent Training Providers).
- A strong understanding of both large and small employers' skills and hiring needs.
- A commitment to inclusivity - where forums are not yet fully representative of their sector, applicants are encouraged to form partnerships or consortia to support this.

What the funding covers

- The recruitment and salary costs of **a minimum equivalent of three FTE staff** to lead strategic development of the hub, coordination, employer engagement, and delivery across both the Sector Talent Board and Pan-London Hub.
- **Pilot activities** designed and delivered by the lead organisation/s to address sector workforce challenges identified by the Sector Talent Board. Applicants have flexibility in how revenue funding is allocated but activities must clearly demonstrate how they build on existing activity and practice; and deliver clear impact or test new approaches to identify sustainable models/solutions.

Note the funding is not to be used to directly fund the delivery of training.

Grant structure

- The proposed **funding period is three years**. Applications should set out a delivery plan covering activities and costs for the initial **12-month period from commencement**. The first funding year will run from **1 April 2026 to 31 March 2027**.

- In **Q4 of each delivery year**, funded Sector Talent Boards and Pan-London Sector Hubs will be required to submit a detailed delivery plan for the following year. Release of future year funding will be subject to acceptance of the delivery plan and performance / delivery against agreed outcomes, and compliance with programme requirements set out by the GLA.

Why bid?

By securing this funding, your organisation will take a **strategic leadership role in building London's future workforce for your sector**. You will be at the centre of shaping a system with direct employer input that drives sector productivity, competitiveness, and innovation, while creating clear and sustainable pathways into good work for Londoners.

Eligibility Criteria

To be eligible for this funding opportunity, applicants must demonstrate their ability, either individually or as part of a partnership or consortium, to lead and deliver the Sector Hub on a **pan-London level**. Applications should evidence:

Essential criteria

- **Sector expertise:** Proven experience of operating in the relevant sector as an employer, trade association, sector body, or training provider, or other organisation well-placed to act as a sector intermediary, with a good understanding of sector skills, workforce and training challenges.
- **Networks and convening power:** Ability to leverage existing forums and employer networks, with a track record of convening employers through effective governance and collaborative decision-making.
- **Employer engagement:** Demonstrated experience in engaging a broad and representative range of employers, including SMEs, either through established networks, expanded forums, or partnership/consortium models.
- **Operational capability:** The systems and know-how to establish and administer a Sector Talent Board, recruit and manage staff, and oversee programme delivery.

- **Partnership working:** Evidence of working through partnership to deliver joint goals and impact.
- **Financial management:** A track record of effective management of external funds, supported by robust financial controls and reporting mechanisms. Experience of managing public funding is desirable.
- **Inclusive outcomes:** Commitment to promoting inclusive employment outcomes, with a focus on supporting underrepresented groups and priority communities into good work.

Desirable criteria

- **Pan-London reach:** A strong London presence, with the capacity to operate across boroughs and sub-regions, ensuring representation of the capital's diverse business ecosystem.
- **Co-design capacity:** Experience or clear strategies for facilitating the co-design of training provision, qualifications, or career pathways in collaboration with industry.
- **Strategic alignment:** Evidence of delivering activity aligned to London and/or National strategic growth and/or skills priorities, including the Inclusive Talent Strategy, London Growth Plan, Local Skills Improvement Plan (LSIP), as well as relevant national policy.

Role / Responsibilities of Sector Talent Boards

From April 2026, the Mayor of London will establish **Sector Talent Boards** to provide long-term sector leadership on skills and talent development. Boards will be created for three priority sectors: **Life Sciences, Construction & Built Environment, and Creative Industries**.

Each Board will act as the **strategic convenor for its sector**, helping to shape the design and delivery of London's skills, employment and careers system. The successful applicant will have a direct role in:

- **Influencing investment decisions** by validating priority skills needs that inform the commissioning of training provision (including GLA and wider skills system interventions).
- **Shaping innovation** by approving sector-specific pilots and priorities delivered through the Pan-London Sector Hub.
- **Building a stronger workforce pipeline** by helping to create diverse, inclusive pathways that bring more Londoners into high-quality, sustainable jobs.
- **Developing the sector's skills and talent offer through increased private sector investment into the skills system.**
- **Provide a live, employer-led view** of evolving sector needs that contribute to the delivery of LSIP priorities.

Why Sector Talent Boards?

The Boards are being established following extensive consultation with industry as part of the development of London's Inclusive Talent Strategy. Annexes 1 and 2 provide an overview of sector and workforce needs, priority occupation and skills requirements, and insight from sectoral engagement and consultation. Employers told us they want a simpler, more joined-up way to influence skills provision. Boards will therefore be designed to connect into existing industry infrastructure using employer forums and networks where possible to reduce duplication and streamline employer input.

Membership and Composition

Each Sector Talent Board will typically be made up of **10 - 12 senior industry representatives**, with the majority drawn directly from employers. A typical composition will be:

- **Between 70 - 75% large employers** – e.g. Chief People Officers, Human Resource (HR) Directors, Heads of Talent / Learning & Development.
- **Between 25 - 30% employer bodies, SMEs, and industry stakeholders** – e.g. SME founders or People Leads, sector trade associations, industry bodies, or specialist recruiters.

- **Observers** and other members – representatives included as required by the GLA (e.g. sector Technical Excellence Colleges).

This balanced membership will ensure Boards reflect the breadth of the sector while remaining firmly **employer led**.

Accountability and Impact

Boards will not only shape the agenda but will also direct the work of the **Sector Hub**, ensuring its activity related to coordination of sector relevant skills, employment support and careers offers and commissioning of pilot activities stays aligned to industry standards and employer needs. In doing so, Boards will provide the long-term sector leadership required to drive productivity, competitiveness, and inclusive growth.

Interim Boards

Ahead of the permanent launch in 2026, the GLA will establish **interim Sector Talent Boards** in Construction, Life Sciences, and Creative Industries. These will bring together employers and industry stakeholders who can demonstrate a commitment to addressing sector skills needs. Interim members will play a critical role in:

- Assessing applications for this opportunity and designing the operating guidance relating to this funding opportunity.
- Designing the permanent Boards for long-term success.
- Helping to identify and refine immediate sector priorities.

Successful applicants to this funding opportunity will be responsible for supporting the transition from interim to permanent Sector Talent Boards, staffing and shaping their development in line with the guidelines established by the interim board. They will also be expected to operate within the parameters set for sector hubs, ensuring alignment with the broader vision for an employer-led talent system that delivers responsive, industry-informed training across London.

Participation in interim boards will not disqualify organisations from applying to lead the permanent Sector Talent Boards or Sector Hubs. Interim board

members will be precluded from scoring applications for Sector Talent Boards to avoid conflicts of interest.

Role / responsibilities of Pan-London Sector Hubs

The Pan-London Sector Hubs will act as the main delivery mechanism for the Sector Talent Boards, turning employer insight into practical, system-wide action pan-London as well as linking into the local delivery and coordination being undertaken by the sub-regional hubs. The GLA is inviting organisations to lead these Hubs, playing a central role in bringing together stakeholders across the talent system to ensure that training is inclusive, responsive, and directly aligned with the needs of industry.

As the lead organisation, you will be expected to deliver against five core areas of activity:

i. Sector Talent Board Leadership and Impact

- Provide secretariat support to the Sector Talent Board, including membership management, annual reviews as well as ensuring and sustaining employer participation.
- Facilitate regular employer engagement to identify priority skills gaps¹., inform training design, and develop pilots for Sector Talent Board approval.
- Broker co-investment opportunities and expand in-kind contributions such as mentoring, work taster days and tutor support.
- Champion inclusive employer practice.
- Commission and administer pilot funding according to Sector Talent Board priorities.

¹ GLA Economics will provide regular labour market reports on skills and hiring gaps for each sector.

ii. Enhancing Employer Support and Navigation

- Act as a **clear entry point for employers** into the skills and employment system.
- Provide a “matchmaking” function, linking businesses with training providers, sub-regional hubs, and specialist support.

iii. Unlocking Access to Talent

- Partner with employers to deliver pan-London awareness raising and recruitment campaigns and widen access to diverse talent.
- Work with Careers Hubs to embed sector-focused work experience for young people.
- Expand opportunities for apprenticeships, placements, and inclusive pathways into priority occupations.

iv. System Integration and Quality Improvement

- Engage stakeholders to share sector intelligence, collaborate to address systemic challenges such as tutor shortages and limited access to industry experience, and champion innovation.
- Collaborate with providers and awarding bodies to co-develop qualifications and micro-credentials.
- Strengthen pathways to priority roles, including soft skills (e.g. communication and problem-solving skills).
- Build pathways from talent system to industry; including the development of communities of practice that promote excellence by sharing best practice with education and training providers.
- Promote London’s talent offer across the sector.
- Work with the sub-regional sector-focused activity to avoid duplication and maximise impact.

v. Sector Promotion and Public Engagement

- Showcase progress through digital platforms, events, and trade communications, raising the profile of the sector and its career opportunities.

Working alongside national initiatives

The programme will align closely with the government's emerging **Technical Excellence Colleges and other national initiatives**, ensuring activity is complementary, collaborative, and not duplicative. Coordination will be essential to maximise employer engagement and impact across both initiatives.

Roles / Responsibilities of Sub-Regional Sector-Focused Activity

This funding opportunity only relates to Sector Talent Boards and Pan-London Sector Hubs elements of the employer-led model, however there will also be the sub-regional sector focused activity established through direct award to the sub-regional partnerships. This will support local coordination and engagement of the talent system responding to local and sub-regional skills gaps as outlined in the LSIP and building on existing activity. Connections between sector-focused pan-London hub activity and sub-regional hubs will ensure the wider dissemination of intelligence and good practice.

It is a requirement of the funding awarded under this opportunity that successful organisations appointed to lead a Sector Talent Board and a Pan-London Sector Hub will work collaboratively with the sub-regional activity to maximise connectivity and system impact.

Inclusive Workforce

London's workforce does not yet reflect the diversity of its population - particularly in sectors subject to high-growth, and with well-paying career routes such as Life Sciences, Construction, and the Creative Industries. This represents both a challenge and an opportunity. Diverse teams are proven to be more productive, more innovative, and more resilient, helping businesses perform better and adapt faster.

A core priority of this funding opportunity is therefore to support embedding inclusion throughout the talent system, ensuring that underrepresented Londoners, particularly those facing barriers due to income, disability, or health are supported to access training and progress into good jobs. This includes strengthening pathways into higher education for those who may not traditionally pursue academic routes, enabling more Londoners to access advanced qualifications and unlock careers in key sectors.

Why this matters for employers

- Inclusion expands the pipeline of qualified candidates.
- A more diverse workforce drives innovation and competitiveness.
- Employers who lead on this agenda benefit from stronger reputations through closer alignment with London's growth priorities.

Expectations for funded organisations

With direction from their Sector Talent Boards, Sector Hubs will be expected to make sectoral **inclusive workforce development a central part of their priorities and delivery plans**.

Through their work with employers and partners, sector hubs should identify sector-specific barriers and co-develop practical solutions, ensuring that talent pathways are open to all Londoners.

Applicants must show how they have already mobilised partners around joint inclusion goals and how they will sustain these collaborations to deliver measurable outcomes.

This is your opportunity to help shape a skills and employment system that not only meets sector needs but also ensures London's growth is inclusive, fair, and sustainable.

Deliverables

The first year of the programme will be used to trial the feasibility of deliverables in the following core areas: meeting sector skills needs, creating pathways for talent into jobs, and driving employer co investment in London's skills system. Annex 1 provides further insight into potential intervention areas for each sector. The successful lead

will need to work with the GLA and the interim Sector Talent Boards to refine focus and deliverables in the first year of delivery.

Outputs

- Develop structured approaches with employers to identify skills needs as well as to gather feedback on learner outcomes post-training.
- Collaborate with training providers and employers to facilitate the co-design of training to meet employer needs.
- Use labour market and sector intelligence to inform GLA commissioning and work with training providers and community organisations to support the delivery of relevant training to Londoners.
- Work with employers to create approaches for investing in the development of their existing staff.
- Collaborate with stakeholders to design clear and accessible training pathways to jobs with identified occupational skills gaps,
- Broker employer investment in new or existing skills programmes through commitment of financial resources, staff time and expertise, work placements and apprenticeships, or access to facilities and equipment.
- Sustained and meaningful engagement with employers is established, fostering long-term relationships and continuous feedback loops.
- Increased awareness of demand occupations within strategic sectors through targeted outreach, labour market intelligence, and employer engagement activities.
- Strengthened recruitment pathways between the skills system and industry employers, including co-designed processes, shared talent pipelines, and improved job-matching mechanisms.

Outcomes

- Training provision becomes more aligned with and responsive to the real time needs of employers in strategic industries.
- More employers actively recruit from the skills system and/or partner with delivery partners to support their sector-specific workforce development needs.

- A greater number of participants in the skills system find employment related to the sector they studied upon completion. (This will include capturing groups underrepresented in the sector).
- A greater number of participants in the skills system take higher paying jobs upon completion. (This will include capturing groups underrepresented in the sector).

System Governance

The **Sector Talent Boards** will play a central role in shaping skills and workforce priorities for London. They will formally report into a new oversight group, established to oversee the delivery of the **Inclusive Talent Strategy** and be part of LSIP governance to act as the strategic anchor for London's skills, employment and careers system.

This new forum will bring together employers, training, employment support, careers providers, central and local government, and sector partners, ensuring that industry priorities drive investment and delivery.

For employers, this governance model matters because it provides a direct route to influence:

- **Setting the agenda** – The oversight group will rely on Sector Talent Board insights to shape strategic direction and commissioning decisions.
- **Accountability** – Boards will be expected to take a leadership role in driving action and will be held accountable for delivering tangible outcomes that reflect employer priorities. As part of this, the oversight group will approve annual delivery plans, with Boards required to report progress back to the oversight group.
- **Integration with the LSIP** – Boards will align with the refreshed **LSIP**, ensuring London's skills provision addresses both pan-London and local needs.
- **Long-term impact** – Insights from the Boards will also feed into wider GLA governance, influencing long-term planning for the capital's economy and workforce.

The approach will not be “one size fits all”. Governance will be tailored by sector to reflect different industry structures, challenges, and business make-up. For example, the life sciences sector may prioritise large corporate research and development input, while construction requires strong SME and apprenticeship representation, and creative industries benefit from including freelance and microbusiness voices.

Refer to Annex 3 for a generic diagram of how the model will work.

Application Process

GLA funding will be awarded via a competitive process, managed and administered by the GLA Skills and Employment Unit at City Hall.

The closing date for applications is **17:00 11 December 2025**

Please register your interest by emailing sectortalent@london.gov.uk and the application documentation will be sent to you.

Applications are to be made by submitting the following completed documentation to sectortalent@london.gov.uk:

- Funding Application Form;
- Financial Forecast
- Risk and Issue Register
- Three letters of support from employers, within the target sector, confirming commitment to engage with the employer-led skills system.
(These will be checked as part of the scoring process)
- Due diligence documents (Refer to Due Diligence guidance).

Evaluation of Applications

Fully compliant applications submitted by the deadline will be evaluated by **three independent scorers**, which may include a representative of the **Interim Sector Talent Board**. Applications will be assessed against published criteria, with individual sections weighted according to their significance. The total maximum score available

is **100%**, and the aggregate of all scorers' assessments will determine the final score for each question.

All assessments will follow strict procedures to ensure fairness and transparency, with conflicts of interest actively identified and managed.

The GLA reserves the right not to allocate all available funding and may choose to award funding on an annual basis, subject to the submission and acceptance of updated Delivery Plans for future years.

Assessment Criteria

Applications will be scored against the following criteria:

Section	Weighting	Assessment Criteria
Eligibility	15%	Assessment of how the applicant organisation / consortium meet the essential and desirable eligibility criteria.
Talent Board and Sector Hub Strategy	40%	Assessment of how the applicant organisation / consortium's plans meet the requirements of this funding opportunity including: (a) convening and management of the Sector Talent Board, and (b) the five core areas of activity for the Pan-London Sector Hub
Alignment to regional and national priorities	15%	Assessment of how the applicant organisation / consortium's planned activity will contribute to regional and national strategies and initiatives; including ensuring activity is geared towards driving inclusive workforce outcomes.
Operational Plan	30%	Assessment of the appropriateness of plans to manage the operational aspects of the funding opportunity to successfully meet its aims including: governance, resourcing, financial management, performance management and risk management.

Scoring Criteria

The criteria for scoring is set out in the table below:

Score	Criteria for scoring
4	Excellent A comprehensive response of excellent quality that meets and exceeds all the minimum requirements and gives the GLA a high level of confidence that all aspects of the application are deliverable. Strong evidence provided which supports delivery of the application in practice.
3	Good A good quality response that meets and exceeds all the minimum requirements and gives the GLA a good level of confidence that most of the aspects of the application are deliverable with no or only minor reservations. Good evidence provided which supports delivery of the application in practice.
2	Meets minimum requirements. A response of satisfactory quality that meets the minimum requirements and gives the GLA confidence that all key aspects of the application are deliverable. Satisfactory evidence is provided which supports delivery of the application in practice.
1	Poor A poor response that fails to meet the minimum requirements and the evidence provided is weak. The GLA has concerns about the deliverability of one or more key aspects of the application in practice.
0	Inadequate A response that fails to meet the minimum requirements and is not supported by evidence or the evidence provided is inadequate. The GLA has serious concerns about the deliverability of a substantial number of aspects of the application in practice

Application Clarification Questions

Any questions from applicants must be submitted by email to sectortalent@london.gov.uk. Questions via other means will not be considered.

Applicants should note that all questions will be anonymised, and answers will be posted on the GLA website on a weekly basis to allow all applicants to be aware of formal responses provided by the GLA.

The final date that clarification questions will be published is **5 December 2025**.

Due Diligence of Applicant Organisations

The GLA will carry out financial due diligence checks prior to any offer of funding to ensure that any risk to either the success of the programme and project objectives, or to the funding itself, has been considered and that any risk is deemed acceptable.

Refer to Due Diligence guidance.

Pre-grant Clarification Meetings

Following any in principle offer of funding by the GLA to an applicant, the GLA will require that successful applicants attend a pre-grant clarification meeting. This meeting will confirm:

- The expectations and monitoring and reporting requirements of the GLA.
- The final Delivery Plan.

This meeting will also be used to clarify any queries necessary to enable the grant agreement to be prepared and will give applicants the opportunity to ask any questions they may have pertaining to the delivery period.

Please note that decisions to award GLA revenue funding (if any) are subject to a formal decision-making process. You must not place any reliance whatsoever on the support of the GLA until formally notified in writing and until your authorised signatories have executed and returned a grant agreement. This will be provided to the successful lead applicant by the GLA should your application prove successful and following any pre-grant clarification meeting.

Accordingly, any expenditure that you incur and/or to which you commit prior to formal notification and execution and return of the funding agreement is incurred and/or committed entirely at your own risk. This includes any expenditure which applicants have incurred or committed to in relation to the preparation of the application.

Administering the Funding

Funding will be provided through grant agreements managed by the GLA, in line with the GLA's Contracts and Funding Code. Payments will be made against agreed milestones, with regular reporting requirements to ensure delivery remains on track. Grant recipients will be required to:

- Sign a grant agreement with the GLA setting out delivery expectations, monitoring arrangements and payment schedules.
- Submit quarterly progress reports covering activities, outputs and outcomes.
- Engage with independent evaluation activity to support learning and accountability.
- Demonstrate that funding is used for additional activity, not to replace existing provision.

The GLA reserves the right to vary grant payments if milestones are not met or if delivery falls short of expectations.

Feedback to Unsuccessful Applicants

Feedback on unsuccessful applications will be made available upon request.

Timeline

Milestone	Date
Launch of Sector Talent Boards / Skills Hubs funding opportunity	23 October 2025
Application window closes	11 December 2025
Delivery Start	April 2026
Delivery End	March 2029

Annexes:

Annex 1- Sector and workforce priorities

Annex 2 – Sector Priority Occupations and Skills in Demand

Annex 3 – Employer- Led Delivery Model

Annex 1 – Sector and workforce priorities

To illustrate the practical value of our Sector Talent Boards and Hubs, we have provided an overview of sector and workforce needs, varying from priority occupations and skills for Creative, Construction and Life Science industries. These examples and insights serve to demonstrate how the Board and Hub could potentially work together to proactively respond and support these specific needs through facilitating targeted interventions. Their scope however is not limited to supporting what has been outlined in the following sector sections in this annex.

The sector and workforce priorities have been developed with feedback and input from key industry stakeholders throughout the Inclusive Talent Strategy consultation. The feedback to inform this section was collected through a series of engagement channels which included:

- Sector roundtables convened by the Deputy Mayor for Business Howard Dawber, with key industry representatives and employers.
- 1-2-1 meetings with sector stakeholders and employers.
- Responses to the Inclusive Talent Strategy written consultation.
- Data produced by the GLA Economics to inform the Sector Roundtables and key GLA programmes.

Please read the following sections for an overview of these insights and priorities for Creative Industries, Life Sciences and Construction and Built Environment sectors.

Creative Industries

1. Context

London's creative industries are diverse and make a significant contribution to the capital's economy and labour market.

The sector is expected to grow over the next decade, with creativity and innovation becoming increasingly important in the face of rapid technological change. As set out in the LGP, the sector remains a priority, supporting the capital's position as global

destination for the arts and wider experience economy. London is also a leading exporter of creative industries such as film, gaming and music.

2. Priority Skills

Digital skills are playing a growing role across the creative industries, while business and brand management are also important given the sector's reliance on freelance work. The sector also requires a broad set of trade, technical and artisanal skills – from writing, prop making through to carpentry and joinery – alongside transferable skills such as teamwork and management.

The DfE² forecasts that demand for level 1-3 roles in the creative industries between 2025 and 2030 will include public relations professionals, artists, authors, actors, musicians, arts officers, photographer and marketing and associate professionals.³

Employer engagement carried out by the GLA for the ITS reinforced the need for both technical skills and transferable skills. Key transferrable skills which were highlighted were communication and leadership and management. There was also a strong focus on skills to support Londoners to work effectively in the freelance industry and supporting their readiness, alongside supporting essential skills namely English for Speakers of Other Languages) ESOL, English and Maths and digital literacy. Technical skills which were also in demand include using Houdini and Unreal Engine Software spanning key sub sectors across the creative industry including VFX, Gaming and Animation and Film and TV. Trades such as carpentry and plastering were also highlighted by employers as being in demand. The sector also continues to face strong competition for talent from other industries.

3. Opportunities and suggested scope for Sector Talent Boards and Hubs from industry during our ITS consultation

- Pan-London Sector Hub to support the development of short, modular, flexible training offers working with FE providers.

² DfE, [Assessment of priority skills to 2030](#), August 2025. Only UK level data available.

³ Employment in culture, media and sports occupations are forecasts to grow by 20,000 (0.8 per cent per annum) between 2025-2035 (NFER, [Skills Imperative 2020-2035](#), August 2024)

- Development of an industry-identified and relevant benchmark to increase the visibility and delivery of high-quality provisions.
- Coordinate niche and specialist skills needs to inform GLA commissioning and develop delivery approaches which could include employer-provider models. Develop communities of practice to share and promote good practice.
- Enhance the accessibility and relevance of apprenticeships, which are currently constrained by production timelines and funding structures.
- Upskill existing workforce in resilience, leadership, management and AI and machine learning.
- Raise awareness among adults, parents, and advisers about creative careers, including highlighting non-traditional and non-creative roles within the sector (and beginning at primary school)
- Promote diversity & inclusion and inclusive recruitment practices.

Life Sciences

1. Context

Life sciences is an important sector for raising productivity and supporting the health of the population. The sector is the largest private investor in research and development in the UK (investing £8.7 billion annually) and attracting more than £1.3 billion in foreign direct investment into the UK in 2022⁴

The Life sciences sector plan⁵ focuses on leveraging the comparative advantages that the UK has in life sciences to build the sector including access to finance, skills and partnerships. Life sciences is a growing sector in London, supported by strong expertise across academia, industry and the NHS.

London's growth plan focuses on frontier innovation where scientific breakthroughs are converted into commercial products and services. The plan focused on developing a skilled workforce as detailed by the inclusive talent strategy and to develop industrial

⁴ The King's Fund, [Life sciences explained](#), September 2025.

⁵ UK government, [Life sciences sector plan](#), June 2025

innovation corridors. Research by MedCity⁶ finds that London is among the top three cities for life sciences and growth supported by the capital's top-ranking universities. London is also home to more life sciences AI and data companies than anywhere else in the world, which have raised more than \$2.9bn (£2.1bn) in venture capital investment to date.

The sector faces workforce challenges, including around diversity – at the UK level, 86 per cent of the workforce are white, 59 per cent male and 75 per cent UK-born.⁷

2. Priority skills

Occupations in demand span professional scientific and regulatory roles, alongside roles which require expertise in emerging technologies. There is also demand for roles at lower qualification levels, including laboratory technicians and healthcare associates. Science, technical, Engineering and Maths (STEM) skills will increasingly be important in moving towards net zero and enabling Londoners to adapt to changes in the labour market.

Employer engagement carried out by the GLA for the Inclusive Talent Strategy (ITS) reinforced the need for the workforce to have interdisciplinary communication skills. There is a real opportunity to overlap experience of Life Science and commercial roles like business liaison/marketing, as not everyone requires a science background to work within the sector. There is high demand for AI/machine learning skills, with sector needs focusing on generalist machine learning engineers, with a Life Sciences background not required.

3. Opportunities and suggested scope for Sector Talent Boards and Hubs from industry during our ITS consultation:

- Develop a pooled/ modular apprenticeship model to provide a clear, inclusive pathway into the sector for London, which could also be adapted to benefit more SME employers.

⁶ [Life Sciences Global Cities Comparisons](#), MedCity, 2024.

⁷ <https://lightcast.io/resources/research/life-sciences-uk-eu>. Lightcast and Futures group.

- Expand subsidised internships/apprenticeships within SMEs to promote access to local talent.
- Support alternative pathways to access higher education/modular learning/stackable credentials that allow learners to gain qualifications over a period of time.
- Create a leadership development offer for Life Science employers at the scale up stage to help futureproof their business.
- Raise young peoples' awareness of life sciences opportunities.
- Expand talent pipelines from local schools and communities via work experience placements.
- Prioritise efforts that support entry-level roles as a gateway to the sector, helping build more sustainable and diverse talent pipeline.
- Demonstrate and promote London's unique value proposition from other cities to help generate skilled talent for London's specific industry needs.
- Showcase upskilling local talent and from underserved/underrepresented communities to get access to careers in the sector.

Construction & Built Environment

1. Context

Nationally, the government has announced £600 million of investment to train up to 60,000 more skilled construction workers. In London, the construction sector is also expected to grow over the next decade, supported by demand for new housing, maintenance of existing homes, and investment in green and net zero projects.

The Construction Industry Training Board (CITB) workforce outlook for 2025-2029 projects that London will need an extra 8,460 construction workers each year, bringing the total workforce to 408,650 by 2029.⁸

However, the sector continues to face workforce challenges. The structure of the sector largely consists of sub-contracting arrangements with large sections of the workforce being self-employed rather than directly employed –can present challenges

⁸ CITB, [The Construction Workforce Outlook](#), England, 2025-2029.

for training meeting workforce needs. The profile of the workforce includes limited diversity (including among women and Londoners from diverse ethnic backgrounds), ‘ageing’ of the current workforce with retention challenges suppressing new-entrant numbers, and reliance on non-UK workers. As well as general skills shortages (set out below), employers particularly would request an increased focus on learner competency and site-readiness skills, with a desire for greater flexibility in delivery and consideration of modular options. There is work to do to prepare the sector to take advantage of advancements in digital, data and AI.

In addition to the priority construction occupations identified at the end of this annex – many of which are critical to achieving decarbonisation and the development of clean industries; a wider set of roles will also be important to the green transition.

Green and blue infrastructure using nature-based approaches for retrofitting and new build, will also be important for climate adaptation. Measures such as sustainable urban drainage systems, providing shading and strengthening biodiversity will become increasingly integrated across the built environment. The LSIP further highlights green as a cross-cutting skill to be embedded across training for both new learners and the existing workforce, including climate literacy.

2. Priority Skills

The DfE⁹ highlights several priorities in housing and clean energy, including at levels 2-3. These include pipefitters, electricians and electrical fitters, skilled metal, electrical and electronic trades supervisors as well as roofers, plumbers and carpenters, scaffolders and crane drivers. It notes that around 46 per cent of learners entering priority occupations in construction, planning and the built environment are expected to do so through further education pathways. Training provision can also support more people into construction trades, including apprenticeships and other work-based training, along with upskilling current workers in low carbon technologies and retrofit expertise. Employers also express a need for plant operators and fitters.

⁹ DfE, [Assessment of priority skills to 2030](#), August 2025. Only UK level data available.

3. Opportunities and suggested scope for Sector Talent Boards and Hubs from industry during our ITS consultation:

- Employer-led partnerships with technical colleges and ITPs
- Modular apprenticeships complemented with competence routes.
- Shorter study programmes, suitable for new entrants and school leavers, which allow them to 'try out' different construction trades before deciding on one to follow.
- Shared apprenticeship schemes and pre-apprenticeship bootcamps (e.g., Scottish model).
- Targeted promotion of/ recruitment to high-growth occupations and retrofit needs.
- Creative recruitment solutions to attract new entrants into construction, and upskilling the current workforce (e.g. targeted recruitment of gamers, trained to use skills to control cranes remotely).
- Awareness campaign to showcase career opportunities in construction and the built environment – both entry roles and long-term career development.
Targeting underrepresented groups.

4. Other context

The Department for Education (DfE) is establishing 10 technical excellence colleges (TEC) specialising in construction in the 2025 to 2026 academic year. In London the construction TEC will be led by New City College (NCC). The GLA is working closely with NCC.

NCC will play an active and pivotal role, both in shaping the wider technical excellence colleges programme and in supporting other providers in London. They will be delivering against 5 core objectives:

1. boosting construction skills provision in direct response to local and national employer needs
2. delivering high-quality teaching practice and curricula in construction courses, including continuous professional development for staff, with an emphasis on site integration and employer input

3. leveraging employer engagement and investment in construction skills provision
4. collaboration with other further education (FE) providers to boost construction provision and quality both locally and nationally.
5. clear pathways for learners to progress into work in the construction industry or into higher level education construction courses.

Construction TECs are developing delivery plans in partnership with MSAs. The successful bidder will be required to work with NCC to ensure delivery plans are complementary and aligned to maximise value for Londoners and construction & built environment businesses in London.

Annex 2 – Sector Priority Occupations and Skills in Demand

Sector: Creative Industries and Technologies

SSA Tier 2: 5.1, 9.2, 9.3, 9.4

SOC Code	Priority Occupation	Skills in demand	
		Technical	Transferable
1255	Managers and Directors in the Creative Industries	Marketing techniques	Communication
2493	Public Relations Professionals	Project management and finance	Initiative
3411	Artists	Writing, editing and graphic design	Leadership and teamwork
3412	Authors, Writers and Translators	Digital marketing	Critical thinking
3413	Actors, Entertainers and Presenters	Social media skills	Problem solving and adaptability
3414	Dancers and Choreographers		
3415	Musicians		
3416	Arts Officers, Producers and Directors		
3417	Photographers, Audio-visual and Broadcasting Equipment Operators		
3421	Interior Designers		
3422	Clothing, Fashion and Accessories Designers		
3429	Design Occupations n.e.c. (make-up artists, production designers, etc.)		
3554	Advertising and Marketing Associate Professionals		
3557	Events Managers and Organisers		
5316	Carpenters and Joiners		
5443	Florists		
6221	Hairdressers and Barbers		
6222	Beauticians and Related Occupations		
8151	Scaffolders, Stagers and Riggers		

Sector: Construction (including Green Construction)

SSA Tier 2: 5.2

SOC Code	Priority Occupation	Skills in demand	
		Technical	Transferable
2452	Chartered Architectural Technologists, Planning Officers and Consultants	Construction management	Communication
3112	Electrical and Electronics Technicians	Project and contract management	Initiative
3113	Engineering Technicians	Occupational health and safety	Leadership
3114	Building and Civil Engineering Technicians	Risk management and quality assurance	Critical thinking
3120	CAD, Drawing and Architectural Technicians	Drafting and engineering design	Problem solving
3581	Inspectors of Standards and Regulations		
3582	Health and Safety Managers and Officers		
5113	Gardeners and landscape gardeners		
5213	Welding Trades		
5214	Pipe Fitters		
5225	Air-conditioning and Refrigeration Installers and Repairers		
5241	Electricians and Electrical Fitters		
5249	Electrical and Electronic Trades n.e.c.		
5250	Skilled Metal, Electrical and Electronic Trades Supervisors		
5311	Steel Erectors		
5312	Stonemasons and Related Trades		
5313	Bricklayers		
5314	Roofers, Roof Tilers and Slaters		
5315	Plumbers and Heating and Ventilating Engineers		
5316	Carpenters and Joiners		
5317	Glaziers, Window Fabricators and Fitters		
5319	Construction and Building Trades n.e.c.		
5321	Plasterers		

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5322	Floorers and Wall Tilers
5323	Painters and Decorators
5330	Construction and Building Trades Supervisors
8151	Scaffolders, Stagers and Riggers
8134	Water and sewerage plant operators
8159	Construction Operatives n.e.c.
8221	Crane Drivers
9112	Forestry and related workers
9121	Groundworkers
9129	Elementary Construction Occupations n.e.c.

Sector: Frontier Innovation (life sciences)

SSA Tier 2: 2.1

SOC Code	Priority Occupation	Skills in demand	
		Technical	Transferable
1121	Production Managers and Directors in Manufacturing	Business management and operations	Communication
3111	Laboratory Technicians	Auditing and project management and commercial skills	Initiative
3115	Quality Control / Assurance Technicians	Medical science and laboratory research	Leadership
3212	Pharmaceutical Technicians	Quality assurance	Critical thinking
3213	Medical and Dental Technicians	Process improvement and optimisation	Problem solving
3556	Sales Accounts and Business Development Managers		
8113	Chemical and Related Process Operatives		

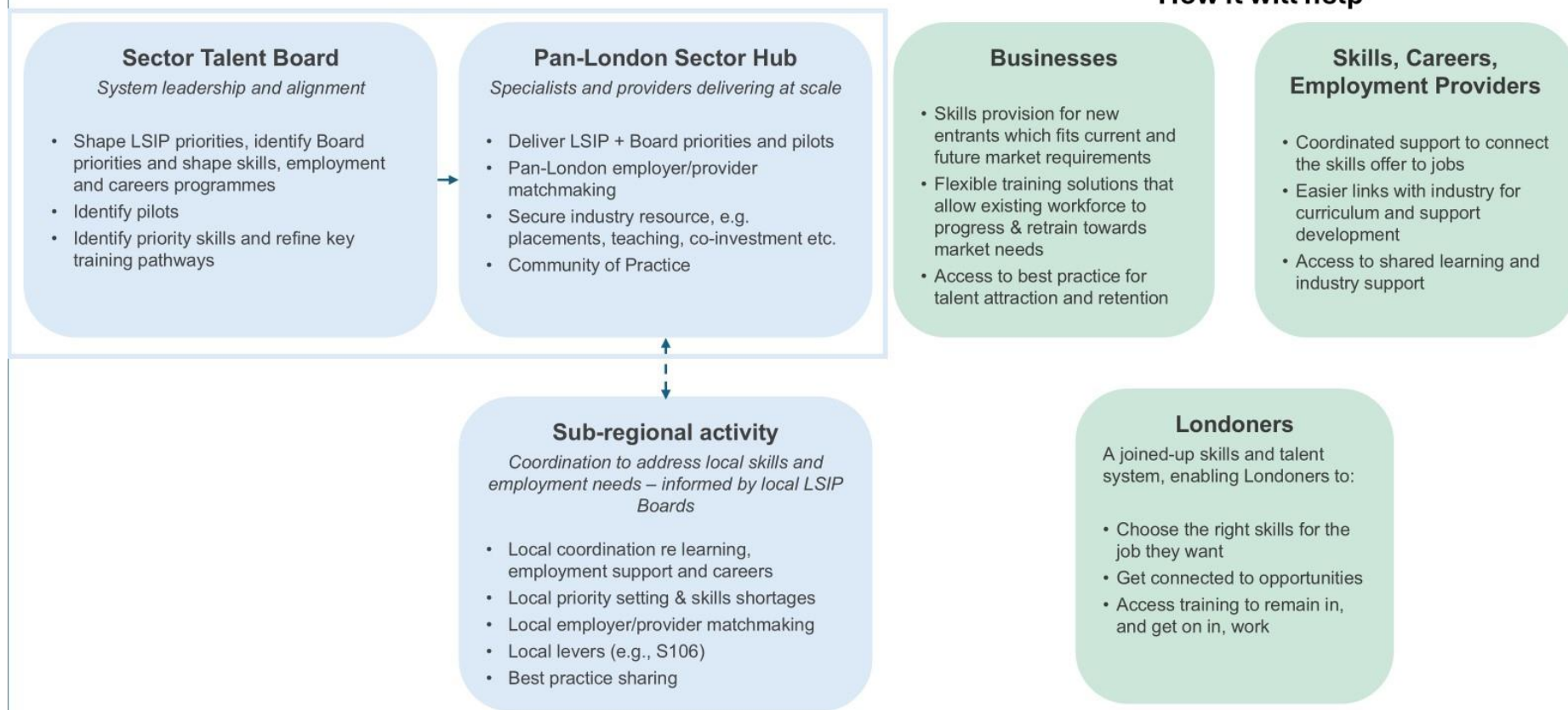
Annex 3 – Employer- Led Delivery Model

Sector Talent Boards and Delivery

Bringing together data driven insights with the wisdom of lived experience and practical expertise to deliver a skills system that works for Londoners and London Business.

The Model

How it will help



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