

GREATER LONDON AUTHORITY

REQUEST FOR MAYORAL DECISION – MD3440

Title: Inclusive Talent Strategy and Get London Working Plan

Programme: Supporting Londoners to benefit from growth

Executive Summary:

This decision asks the Mayor to approve the Inclusive Talent Strategy (ITS), which is attached as Appendix A. The ITS is a key action of the London Growth Plan, directly supporting its ambitions to make London more prosperous, fairer and greener as a global city and capital of the UK. The London Growth Plan sets a ten-year plan for the city to grow, with strategies around housing, infrastructure, business, communities and investments being progressed along with the ITS.

Developed by the Mayor and London Councils, and following extensive engagement including a public consultation, the ITS sets out how London can grow its skilled workforce, improve Londoners access to good quality jobs, and help employers meet their talent needs over the next decade. It will kick start a campaign to make skills the engine of growth and opportunity in London; bringing together partners to create a more employer-led system. This will enable every Londoner, particularly, young people, those in low paid jobs, and the unemployed to reach their full potential and for businesses to access the talent they need to thrive.

The Get London Working (GLW) Plan in Appendix B is a requirement from government for local areas to produce in response to policy proposals in the Get Britain Working White Paper and will be submitted to the Department for Work and Pensions (DWP). The GLW Plan has been developed in partnership with London Councils, Jobcentre Plus, and London's five NHS Integrated Care Boards (ICBs), with input from London's four sub-regional partnerships. Supported by the same engagement and evidence as the ITS, the GLW Plan sets out actions to achieve the vision for integrated employment, skills, health and careers support in London envisaged in the ITS.

Decision:

That the Mayor, having considered the Evidence Base executive summary (Appendix C), the Consultation Summary Report (Appendix D) and the Equality Impact Assessment (Appendix E):

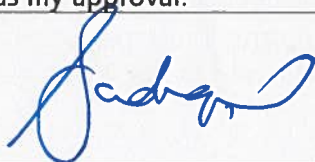
- i. approves the content and subsequent publication of the Inclusive Talent Strategy (attached as Appendix A) and the Get London Working Plan (attached as Appendix B)
- ii. delegates authority to the Executive Director of Communities and Skills, in consultation with the Deputy Mayor for Business and Growth, to approve any minor copy edits and the final design of all documents before publication.

Mayor of London

I confirm that I do not have any disclosable pecuniary interests in the proposed decision, and take the decision in compliance with the Code of Conduct for elected Members of the Authority.

The above request has my approval.

Signature:



Date:

22/10/25

PART I - NON-CONFIDENTIAL FACTS AND ADVICE TO THE MAYOR

Decision required – supporting report

1. Introduction and background

- 1.1 The proposed Inclusive Talent Strategy (ITS) (attached at Appendix A), developed by the GLA and London Councils, is a key action set out in the [London Growth Plan](#), published in February 2025 by the Mayor and London & Partners. It sets out how London can grow its skilled workforce, improve Londoners' access to good quality jobs, and help employers meet their talent needs over the next decade.
- 1.2 The ITS will kick start a campaign to make skills the engine of growth and opportunity in London; bringing together partners to create a more employer-led system. This will enable every Londoner, particularly young people, those in low paid jobs, and the unemployed to reach their full potential, and for businesses to access the talent they need to thrive. By unlocking talent through a more inclusive and integrated skills and employment system, there is the opportunity to enable growth that benefits everyone.
- 1.3 From May to August 2025, the GLA and London Councils carried out extensive engagement and consultation across London to develop the ITS, reaching boroughs, service providers, employers and Londoners. Key consultation activities were:
 - over 100 in-person engagement activities, workshops and webinars with stakeholders, including over 50 employer-specific engagements
 - a public consultation, accessible in Easy Read and British Sign Language, for which 89 responses were received
 - input from over 400 Londoners through Talk London (City Hall's online community for Londoners to inform policy), also accessible in Easy Read and British Sign Language.
- 1.4 The consultation included key data points on London's labour market and workforce and proposed six overarching themes for the ITS. Taking into account the responses to the consultation, the themes were condensed into three (outlined in paragraph 2.2). Further information on the outcome of the consultation can be found in the Consultation Summary Report (in Appendix D). Responses through the Talk London survey were also used to inform the ITS, with Londoners providing information on their personal experiences and interest in gaining new skills for employment along with their ability to access, and use of, advice and support. These insights were used to identify barriers Londoners face accessing training and work, which are addressed in the ITS.
- 1.5 In addition to the consultation and engagement, further research and analysis was conducted to establish an Evidence Base (executive summary in Appendix C) to inform the policy proposals in the ITS. This included a baseline assessment of current rates of economic activity across London and for different groups, and analysis of fair pay and good work. Given the ITS's focus on providing employers with the skills they need, the evidence base includes an assessment of skills accumulation in London, demand for skills and current skills gaps. In addition, the evidence base looks at the wider barriers to accessing skills and employment. Key elements of this evidence (such as statistics on unemployment, economic inactivity, qualifications in the labour market and demographic data) were included in the consultation materials to ensure participants were able to make informed choices, these are all available on the [consultation webpage](#).
- 1.6 In line with the Get Britain Working White Paper published in November 2024, all areas of England have been asked to develop local Get Britain Working plans. These plans operate over strategic geographies consisting of Mayoral Strategic Authorities, with the GLA overseeing Greater London's plan.

- 1.7 The Get London Working (GLW) Plan (in Appendix B) sets out London's collective approach (with health, local authority and Jobcentre Plus partners) to tackling economic inactivity, reducing inequalities, and addressing productivity challenges. It builds on the strategic vision and actions developed in the ITS and the London Growth Plan, embedding the GLW's priorities and actions within a broader economic mission. While plans do not require approval by central government, the GLW plan will be submitted to the Department for Work and Pensions (DWP) for information prior to publication, subject to approval by the GLA, Integrated Care Board and Jobcentre Plus as outlined in the government's guidance¹.

2. Objectives and expected outcomes

Inclusive Talent Strategy (ITS)

- 2.1 The proposed ITS sets out a new approach to how London government develops and supports its people. It brings together employers, training providers, health services, careers advisers and other partners to ensure that London's workforce has the skills needed to meet current and future skills needs, especially in the city's growth sectors, as well as the essential industries that keep London running. A key focus of the strategy is inclusion, recognising that too many Londoners still face barriers to good work, it sets out targeted action to open up opportunities for those furthest from the labour market.
- 2.2 The ITS is built around three new areas of action:
- empowering employers to play a leading role in shaping a responsive talent offer
 - integrating London's fragmented skills, employment, health and careers services
 - creating the environment where talent can thrive.
- 2.3 Each strand sets out a vision and concrete actions for Londoners, employers, training providers and civil society. The ITS also includes case studies and lessons learned, providing real-world examples and evidence of what works.
- 2.4 The ITS also recognises generational challenges and opportunities posed by economic shifts, Artificial Intelligence (AI) and climate change. It seeks to lay out a pathway for London to rise to the occasion and be resilient in our approach to skills and work in the face of such seismic change.

Get London Working (GLW) Plan

- 2.5 The GLW Plan in Appendix B provides more granular actions on addressing labour market inactivity. The GLW plan was developed in partnership with London Councils (on behalf of the 32 boroughs and the City of London), Jobcentre Plus, and London's five NHS Integrated Care Boards (ICBs) (represented collectively by North Central London ICB), and with input from London's four sub-regional partnerships. The plan sits as a supplementary document to the ITS, as it lays out the concrete actions (focussed on the next 12-14 months as per the guidance) that the GLA and partners will take to improve integration of the skills, employment, health and careers system in London, to make the 10-year London Growth Plan a reality. This ensures governance links directly into the wider London Growth Plan, embedding employment and skills work within a broader economic mission and avoiding duplication.
- 2.6 The GLW Plan further outlines how actions will be achieved with key partners and stakeholders, using their resources and influence to tackle the identified challenges, collaborating to improve support and outcomes to help people find good and better work, and establishing mechanisms for joint action – potentially leveraging future investment or funding changes.

¹ <https://www.gov.uk/government/publications/guidance-for-developing-local-get-britain-working-plans-england/guidance-for-developing-local-get-britain-working-plans-england>

- 2.7 Oversight of the ITS and GLW Plan will be via the Growth Mission Board structure which will assess the progress against the GBW outcome metrics.²

Governance and decision making

- 2.8 In line with the Adult Skills Fund (ASF) delegation and governance arrangements agreed with the Department for Education, the key announcements and emerging actions of the ITS relating to the ASF programme were presented at the ASF Mayoral Board meeting on the 24 September 2025 for consideration. Any further ASF funding decisions relating to actions of the ITS and GLW Plan will be made via the annual ASF Financial Management MD, or via separate MD if required. Where appropriate, these decisions will set out where future decisions can be made by the Mayor at ASF Mayoral Board meetings without need for a decision form (noting that governance and decision-making arrangements relating to the ASF will be revisited when the proposed Integrated Settlement between HM Government and the GLA comes into effect).
- 2.9 This is in line with paragraph 20.4 of the GLA's Mayoral Decision-Making Framework (MDMF) which states that:
- an ASF MD may provide for subsequent and consequential decisions to be taken by the Mayor at the ASF Mayoral Board without the need for a further MD form, including where an overarching MD is approved. The MD should set the parameters within which these decisions can be taken (i.e. in what circumstances a further MD would be required).*
- 2.10 The Mayor is invited to delegate authority to the Executive Director – Communities and Skills, in consultation with the Deputy Mayor for Business and Growth, to approve the final design, including any minor copy edits, before the final versions of all documents are published and without need for a further decision form. A formal public launch of the strategy documents is expected to take place in October 2025.

3. Equality comments

- 3.1 Under section 149 of the Equality Act 2010, as a public authority, the GLA (including the Mayor) must comply with the Public Sector Equality Duty (PSED) when exercising its functions. The PSED is a duty to have due regard to the need to:
- eliminate discrimination, harassment, victimisation, and any other conduct that is prohibited by or under the Equality Act 2010
 - advance equality of opportunity between persons who share a relevant 'protected characteristic' and persons who do not share it
 - foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
- 3.2 The protected characteristics under section 149 of the Equality Act are: age, disability, gender reassignment, pregnancy and maternity, marriage or civil partnership (but only in respect of the requirement to have due regard to the need to eliminate discrimination), race, (ethnic or national origins, colour or nationality), religion or belief (including lack of belief), sex, and sexual orientation. Consideration of the PSED is not a one-off task. The duty must be fulfilled before taking a decision, at the time of taking a decision, and after the decision has been taken, to ensure that equalities impacts are kept under ongoing review.
- 3.3 This involves having due regard to the need to remove or minimise any disadvantage suffered by those who share a relevant protected characteristic that is connected to that characteristic; taking

² [Get Britain Working outcomes - GOV.UK](https://gov.uk)

steps to meet the different needs of such people; and encouraging them to participate in public life or in any other activity where their participation is disproportionately low.

- 3.4 An Equality Impact Assessment (EqIA) (Appendix E) has been prepared to assess how the ITS and GLW Plan impact on Londoners who share protected characteristics under the Equality Act 2010, as well as other disadvantaged groups. The EqIA should be taken into account by the Mayor when taking this decision. These potential impacts were considered throughout the development process, from initial design to finalisation. These groups included age, disability, gender, gender identity, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sexual orientation, parents and carers, care-leavers, and Londoners with no or low skills. The EqIA also includes proposals to address intersectionality. The consultation helped identify barriers and inequalities, which informed the design of targeted interventions that were further refined based on feedback from communities and stakeholders. The written consultation was designed to draw out evidence from groups most affected by inequality in London's labour market. It highlighted that Deaf and disabled people, those with long-term health conditions and some racially minoritised groups experience poorer outcomes, and asked respondents to consider how the ITS could address these disparities. These insights from responses were taken into account in finalising the EqIA (attached in Appendix E).
- 3.5 Extensive consultation was carried out with Londoners on the ITS, with a summary of responses being published on the London Datastore in October 2025. English for Speakers of Other Languages (ESOL) providers, Deaf and Disabled People's Organisations, job seekers, economically inactive individuals, and young people with experience of being not in employment, education or training (NEET) were consulted through targeted engagement activities. Accessible formats of the written consultation and Talk London survey were made available for deaf and Disabled Londoners, along with an offer of help to anyone who needed support to respond. Over 400 Londoners, including a strong representation of older Londoners, contributed to their lived experiences via the Talk London platform.
- 3.6 The EqIA will be taken into account by the GLA in the implementation of the ITS and GLW. These include issues of particular relevance to the implementation of the ITS and GLW plan, such as:
- addressing good work challenges in low-skill, low-wage sectors
 - addressing sex, race and disability pay gaps
 - addressing barriers at all stages of labour market participation – preparedness, entry, participation, and progression – through considering the needs of individuals and diverse groups.
- 3.7 The EqIA for the ITS and GLW Plan in Appendix E was undertaken in order to embed fairness, inclusion and equality of opportunity into the strategy and the GLW Plan. The assessment ensures that potential negative impacts are identified and mitigated where possible, while positive outcomes are maximised, reinforcing the ITS and GLW Plan's central commitment to building a more inclusive labour market for London. Potential negative impacts on protected and other groups were assessed and some of the mitigations include: striving to achieve universal essential skills and lifelong learning pathways; designing provisions with accessibility standards co-produced with disabled people and their organisations; along with ongoing engagement with groups and continued monitoring. More detailed information is contained in the EqIA.

4. Other considerations

Links to Mayoral strategies and priorities

- 4.1 The ITS and GLW Plan support the Mayor's desire to ensure Londoners benefit from growth by equipping them with the skills to improve their lives, access good work, and meet the needs of a thriving economy. These are key objectives of the London Growth Plan. The London Growth Plan aims to restore productivity growth to an average of two per cent per year over the next decade,

adding £107 billion to the London economy by 2035. The ITS is a core action within the plan and plays a direct role in achieving these economic and growth targets.

- 4.2 The core aim of the Supporting Londoners to benefit from growth mandate and forthcoming delivery plan is to develop and deliver the vision outlined in the ITS, which will be the Mayor's primary contribution to improving outcomes for Londoners in this area of work. This system will foster diverse talent pipelines within sectors and enable Londoners from all backgrounds to access high-quality, well-paid jobs and careers.
- 4.3 Successful delivery of the ITS will create the conditions needed for London to have a more agile employer-led careers, employment & skills eco-system, which provides opportunities for Londoners of all backgrounds to secure good work in targeted sectors. This will be critical in achieving the Mayor's vision set out in the London Growth Plan.
- 4.4 The ITS will advance the Mayor's Pathways to Net Zero Carbon by 2030 in supporting the filling of tens of thousands of jobs, reducing inequalities, and improving quality of life for all.
- 4.5 The ITS directly supports the Mayor's Equality, Diversity and Inclusion (EDI) strategies by tackling long-standing inequalities, reducing poverty, and preparing Londoners for a fast-changing economy. It aligns with the EDI ambition to create a fairer, more equal city, particularly through inclusive education and making London a great place to work and do business.

Risks arising/mitigation

- 4.6 There is a risk that key delivery partners in skills, employment, and careers may not fully support the vision of an employer-led approach to talent set out in the ITS, which could undermine the effectiveness of the ITS and associated programmes. To reduce this risk, engagement and consultation were carried out early and throughout the programme via workshops and co-design sessions to identify shared goals. There will be strong governance in place for the implementation of the ITS and pilot periods for new programmes.
- 4.7 There is a risk that funding may become limited, due to shifting government priorities, changes to key funding streams, or limited recognition of the programme's current impact. This could affect our ability to fully deliver on the strategy's priorities. To help address this, the strategy is focused on making the most of existing funding and attracting new investment. The GLA is also working collaboratively with government and stakeholders to demonstrate the value of the programme and secure multi-year funding.
- 4.8 Stakeholders, including employer networks, skills providers, and the public, may not fully understand how recent skills and employment publications (such as the London Local Skills Improvement Plan (LSIP)) align with the ITS and GLW plan. This lack of clarity could lead to confusion, duplicated efforts, and reduced support for the ITS. To address this risk, GLA officers are collaborating with employer representative bodies, sub-regional partnerships, and the DWP to clarify roles and identify overlaps across various plans. This work involves targeted and sustained engagement to ensure alignment and clear communication on the role of the different strategies and plans.
- 4.9 There is a risk that delivery of the ITS and GLW plan does not achieve the intended impact in addressing inequalities faced by underserved Londoners, including unequal access to resources and persistent systemic barriers. This could undermine the strategy's effectiveness and further entrench existing disparities. To mitigate this, GLA officers will continue to work closely with stakeholders and partners, and will regularly review progress and outcomes against agreed metrics to ensure the interventions remain targeted, inclusive, and effective.
- 4.10 There are no conflicts of interest to declare from those involved in the drafting or clearance of this decision form.

Consultation and impact assessment

4.11 The outcome of the consultation on the ITS and GLW Plan is included in the Consultation Summary Report (Appendix D), which will be published in October 2025 on the London Data Store, a free and open access data-sharing portal relating to the capital. The consultation was targeted at organisations with relevant insight, including local authorities, skills and employment providers, employer bodies, community and voluntary organisations, trade unions and research institutions. This ensured a broad range of perspectives were captured, including from those representing Londoners with protected characteristics, as outlined in paragraph 3.3 of Appendix E. The Mayor is invited to take into account the response to the consultation when taking this decision. There was general support for the priorities and initiatives proposed in the engagement and consultation. Some of the key priorities that emerged from the consultation and engagement, and the way in which they are addressed in the ITS and GLW Plan, are:

- greater join-up of services through co-location and data sharing, which enables the delivery of more holistic support, widens access and improves the efficiency of services – being addressed in Action Two of the ITS and within the GLW plan
- improved employer engagement in the employment and skills landscape, including through the co-design of curricula, in providing careers information in schools, and in providing real-time feedback of current and emerging skills needs through local networks – employer engagement is being addressed in Action One of the ITS
- the use of online resources for providing information for both Londoners and employers, for Londoners this includes information on sources of support and employment and careers information, and for employers this can provide information and resources to support them to improve their inclusive recruitment practices and pay and conditions – being explored in part through the GLW plan and Action Three of the ITS
- the need for more flexible and accessible skills provision, including more funded ESOL, numeracy, literacy and digital skills provision, alongside shorter, stackable vocational micro-credentials and hackathons, as well as closer working relationships with providers and employers to respond to new skills needs, and to ensure existing provision is closely linked to tangible employment opportunities – addressed in Actions One and Two of the ITS
- the need for city-wide and regional planning, but with strong use of local delivery partners that understand local issues and have closer relationships with disadvantaged groups; central to this was greater use of community groups and community resources to provide more accessible provision and to build on existing community links to engage and support the hardest-to-reach Londoners – approach to partnership working and supporting people furthest from the labour market this cuts across both the ITS and the GLW plan
- the engagement also identified various examples of good practice within and outside London that can be drawn on to develop future employment and skills interventions – case studies are included in both the ITS and GLW Plan.

5. Financial comments

- 5.1 This decision requests approval of the Inclusive Talent Strategy (ITS) contained in Appendix A and the Get London Working Plan (attached as Appendix B), and seeks delegated authority to the Executive Director of Communities and Skills to approve the final versions of all documents before publication in consultation with the Deputy Mayor for Business and Growth and without a need for a further decision form.
- 5.2 There is no budget or funding associated with this activity, it will be contained within existing resources. The GLA will continue to monitor and mitigate any financial risk.

6. Legal comments

- 6.1 Under section 30(1) of the Greater London Authority Act 1999 (GLA Act), the Mayor acting on behalf of the GLA has a power to do anything that he considers will further any one or more of the GLA's principal purposes. The principal purposes, as set out in section 30(2) of the GLA Act, are:
- promoting economic development and wealth creation in Greater London
 - promoting social development in Greater London
 - promoting the improvement of the environment in Greater London.
- 6.2 In determining whether or how to exercise the general power in section 30(1), section 30 (4) of the GLA Act requires the GLA to have regard to the effect which the proposed exercise of the power would have on:
- the health of persons in Greater London
 - health inequalities between persons living in Greater London
 - the achievement of sustainable development in the UK
 - climate change, and the consequences of climate change.
- 6.3 Where the GLA exercises the power under section 30(1), under section 30(5) it shall do so in the way which it considers best calculated to:
- promote improvements in the health of persons in Greater London
 - promote the reduction of health inequalities between persons living in Greater London
 - contribute towards the achievement of sustainable development in the United Kingdom
 - contribute towards the mitigation of, or adaptation to, climate change, in the United Kingdom.
- 6.4 The GLA must also make arrangements with a view to securing that in the exercise of the power in section 30(1) there is due regard to the principle that there should be equality of opportunity for all people in accordance with section 33 of the GLA Act and consult with such bodies or persons as the GLA may consider appropriate in this particular case in accordance with section 32 of the GLA Act.
- 6.5 Under section 34 of the GLA Act, the GLA, acting by the Mayor, the Assembly, or both jointly, may do anything that is calculated to facilitate, or is conducive or incidental to, the exercise of any functions of the GLA exercisable by the Mayor; or, as the case may be, by the Assembly, or by both acting jointly.
- 6.6 The decisions requested of the Mayor concern the exercise of the GLA's general powers under section 30 and section 34 of the GLA Act.
- 6.7 Section 39A (1) of the GLA Act permits the delegation of Ministerial functions to the Mayor, to such extent and subject to such conditions as that Minister thinks fit. This forms the basis of the delegation of ASF functions from the Secretary of State for Education to the Mayor.
- 6.8 In taking the decisions requested, the Mayor must comply with the Public Sector Equality Duty contained in section 149 of the Equality Act 2010. To this end, the Mayor should have particular regard to section 3 (above) of this report and the EqIA appended at Appendix E.
- 6.9 Under section 38 of the GLA Act, any function exercisable by the Mayor on behalf of the GLA may also be exercised by a member of the GLA's staff – subject to any conditions that the Mayor sees fit

to impose. To this end, the Mayor may make the requested delegation to the Executive Director of Communities and Skills and the Deputy Mayor for Business and Growth.

7. **Planned delivery approach and next steps**

Activity	Timeline
Design of the Inclusive Talent Strategy and supporting reports	October 2025
Submission of the Get London Working Plan to the Department for Work and Pensions	October 2025
Publication of the Inclusive Talent Strategy and supporting reports	October 2025
Launch of initiatives outlined in the Inclusive Talent Strategy	October 2025 to December 2027

Appendices and supporting papers:

- Appendix A – Inclusive Talent Strategy
- Appendix B – Get London Working Plan
- Appendix C – Evidence Base Executive Summary
- Appendix D – Consultation Summary Report
- Appendix E – Equality Impact Assessment

Public access to information

Information in this form (Part 1) is subject to the Freedom of Information Act 2000 (FOI Act) and will be made available on the GLA website within one working day of approval.

If immediate publication risks compromising the implementation of the decision (for example, to complete a procurement process), it can be deferred until a specific date. Deferral periods should be kept to the shortest length strictly necessary. **Note:** This form (Part 1) will either be published within one working day after approval or on the defer date.

Strategic Programmes

Does this decision seek approval for activity falling within the remit of a programme delivery plan? YES

If YES, which programme/s does this fall within: Supporting Londoners to benefit from growth

Part 1 Deferral:

Is the publication of Part 1 of this approval to be deferred? YES

If YES, for what reason: Deferred until 23 October 2025. This MD should not be published before the Inclusive Talent Strategy and Get London Working Plan are published.

Part 2 Confidentiality: Only the facts or advice considered to be exempt from disclosure under the FOI Act should be in the separate Part 2 form, together with the legal rationale for non-publication.

Is there a part 2 form – NO

ORIGINATING OFFICER DECLARATION:

Drafting officer to confirm the following (✓)

Drafting officer:

Nell Auchincloss has drafted this report in accordance with GLA procedures and confirms the following:

✓

Sponsoring Director:

Tunde Olayinka has reviewed the request and is satisfied it is correct and consistent with the Mayor's plans and priorities.

✓

Mayoral Adviser:

Howard Dawber has been consulted about the proposal and agrees the recommendations.

✓

Advice:

The Finance and Legal teams have commented on this proposal.

✓

Mayoral Delivery Board

This decision was agreed by the Mayoral Delivery Board on 20 October 2025.

✓

CHIEF FINANCIAL OFFICER:

I confirm that financial and legal implications have been appropriately considered in the preparation of this report.

Signature: 

Date: 20 October 2025

CHIEF OF STAFF:

I am satisfied that this is an appropriate request to be submitted to the Mayor

Signature: 

Date: 20 October 2025