

Sector Talent Boards and Sector Hubs - Clarification Questions

Received up to 11th December 2025

45	If we are not the lead in an application is a company allowed to join more than one bid? And I assume that if we are leading a bid we will not be allowed to join another bid?	Potential partners can join more than one application for the Sector Talent Boards/Hubs opportunity. It is important that when joining any consortium/partnership that potential partners are confident that they would be able to deliver against their commitments of each bid they join. If a partner leads a bid, they can also join another bid as a partner.
46	The financial forecast model template has sections to include both cash and in kind match funding. There is no reference to match funding in the prospectus. Please can you confirm a) whether match funding is required and b) if not required, whether applicants with match funding will have this reflected in the scoring	Match funding is not mandatory. However, applicants/partnerships may wish to supplement the GLA grant funding with cash or in-kind resource to further enhance the activities of the hub, as long as these are in accordance with the objectives of the prospectus. The financial forecast template allows applicants to indicate how they intend to cover any costs beyond the GLA contribution. The viability of the overall funding package and activity will be tested and scored, however the ability to provide match funding in itself will not be assessed. Part of the work of the Hub as outlined in the role/responsibilities section is to 'broker co-investment opportunities and expand in-kind contributions such as mentoring, work taster days and tutor support'. This is expected to be measured as an outcome of activities and it is not required to provide a forecast at this stage.

47	The prospectus and answers to several clarification questions state minimum of three FTEs will be funded, The financial model template states 'the GLA will fund up to 3 FTE'. Please can you confirm which is correct?	The prospectus is correct, the GLA expects a minimum of three Full time equivalent (FTE) staff to be funded to lead strategic development of the hub, coordination, employer engagement and delivery across both the Sector Talent Board and Pan-London Hub. Apologies for the confusion.
48	Thank you for confirming the full membership of the Interim Construction Sector Talent board. There are a number of members of the Interim Construction Sector Talent board that we are asking to sign letters of support and engagement in the skills system (q.2.3). Will this have an impact on what working groups those individuals can join? (i.e. if someone wanted to be part of the Delivery hub working group would they be prevented from doing so because their organisation has signed a letter supporting a bid?).	Members directly related to a bid for the pan-London Hub – whether as a lead bidder, a partner in a consortium bid, or a supporting organisation (i.e., offering a statement of support) - will not be eligible to participate in the awarding process for the pan-London Hub.
49	As part of the requested due diligence is it sufficient for us to just submit our accounts, or will you need them from the partners too? The guidance is slightly unclear on this!	Due diligence documentation is required is for the lead organisation only that, if successful, will be awarded GLA funding. The guidance indicates that if the lead organisation plans to use sub-contractors it is their organisation's responsibility to check the financial health of the sub-contractors as part of their due diligence. The GLA will request a copy of the lead organisation's framework for due diligence to ensure that the financial health of any sub-contractors is being considered and a robust framework is being used.

Received up to 3rd December 2025

36	When would we hear who has been awarded the funding	We expect applicants to be notified in early February 2026.
37	If we do not meet the funding requirements are we able to submit information for future consideration?	All GLA Funding opportunities are published on the GLA website. Each funding opportunity will have its own funding eligibility criteria. Applicants that meet the criteria are welcome to apply.
38	How will funds be disbursed for the successful applications?	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. The GLA reserves the right to vary grant payments if milestones are not met or if delivery falls short of expectations.
39	Does the GLA have the right to request funding be returned if the lead organisations cannot meet the brief?	The GLA will always work with partners to support the successful delivery of project. However, it reserves the right to reduce, suspend or withhold funding, or require funding to be repaid should the recipient fail to meet the programme objectives or milestones.
40	What is the requirement to receive funding in years two or three? Is there scope for applicants to reapply?	The proposed funding period is three years. 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.

41	I am concerned that powers in relation to direct spending could conflict with existing charitable organisations under the Charities Act 2011. Does this exclude charities from leading a Sector Talent Board/pan-London hub?	The successful Hub lead will enter into a grant agreement with the GLA and will need to direct spending to deliver on leading the Sector Talent Board./Hub in accordance with the terms of the grant agreement. It will be for the successful delivery partner to ensure that strategic recommendations made by the Sector Talent Board are delivered in accordance with GLA terms. Applicants should satisfy themselves that they will be able to meet the requirements of the competition and if successful the applicable terms.
42	The prospectus talks about the Construction & Built Environment sector and in other places the ‘construction sector’. To what extent does City Hall consider the Sector Talent Hub needs to respond to the construction sector in isolation vs supporting wider skills shortages in the wider built environment sector?	The term ‘construction’ is used within the prospectus as shorthand for both construction and built environment (C&BE). The focus of the Sector Hub can be the full C&BE sector, however it will be for the Hub to work with the C&BE Talent Board to determine the highest priority training needs for immediate focus, as well as to develop a mid/long term plan for addressing skills shortages, particularly those linked to London’s challenging house building targets. These will also be aligned to the focus set out in the refreshed LSIP.

43	When the Sector Talent Boards for the following sectors will be setup? •Finance, professional and business services •Experience Economy (including Hospitality and Retail) •Health and Social Care Are there any opportunities for Independent Training Provider to support learners in these sectors in London once these are live?	The GLA is currently in the process of consulting on the development of a funding opportunity for Sector Talent Boards / Sector Hubs in the Health, Social Care and Hospitality sectors. It is expected that the application process for these sectors will launch early 2026. There are no plans for a Sector Talent Board / Sector Hub for the Finance and Professional Services or Retail sectors due to budget constraints, although the GLA will continue to engage with stakeholders from these sectors to understand their workforce needs. As part of the Mayor's wider intervention to support a more employer-led skills system; funding will be allocated to London's Sub Regional Partnerships to deliver complementary activity based on their local priorities, which may include Finance and Professional Services and Retail. Delivery of this work is expected to start early 2026/27. The funding opportunity for Health, Social Care and Hospitality will be launched in January and is open to all organisations that can meet the essential criteria as stated in the prospectus either in their own capacity or as part of a consortium. The GLA is keeping a record of organisations that express an interest in participating in the initiative as part of consortium and brokering appropriate introductions.
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44	Please provide details of Interim Sector Talent Board.	Interim Construction & Built Environment Talent Board member organisations • AtkinsRealis • Barratt London • Be the Business • CITB • Durkan • Flannery • Keltbray • Lee Marley Group • London Construction Technical Excellence College • Morgan Sindall Construction • New London Architecture • Peabody • Places for London • Places for People Thrive • RGE Services • Thames Water • Vistry Group. Interim Creative Talent Board membership • Mayamada • Film London • UK Screen Alliance • TAIT • National Theatre • The MBS Group • Skills • UK Fashion and Textiles Association
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Received up to 20 November 2025

18	What are the sub-sector areas within GLA scope, and how can interested parties register their application as a spoke?	The successful organisation(s) will need to demonstrate the ability to build and develop a partnership to deliver on the Sector Talent Board priorities as they are developed over time. It will be for the successful organisation(s) to determine how to resource the partnership to facilitate this. Sector Talent Boards will be representative of their sectors as far as possible. During the information webinar held on Wednesday 12th November, GLA officers requested attendees to share sector focus, first and last name, email address and organisation. The purpose was to support the matching of prospective applicants. To ensure compliance with GDPR, this has now been shared with all attendees, to facilitate visibility of prospective applicants.
19	The time lines are very tight. When will applicants be notified whether they have been successful as it will take time to fully resource the programme.	Applicants will be informed about the outcome of the commissioning process by early February 2026. We recognise that there will be a period to resource and operationalise components of the delivery plan. This period will be in-built into milestones and discussed during the onboarding period.

20	Does the GLA have a view on the ideal balance between the amount of funding to be allocated to staffing and pilot activity?	Each successful applicant will receive up to £360,000 per year for three years. This funding must cover a minimum of three full-time equivalent (FTE) roles - defined as 37 hours per week - but that doesn't mean the hub can only be staffed by three posts, it can be split across multiple roles as organisations see fit, so long as a clear audit trail is maintained. Beyond staffing, the funding can also be used to support pilot activities identified by the Sector Talent Board. These pilots should either build on existing practice to deliver clear impact or test new approaches that could lead to sustainable solutions for sector challenges. We have no prescriptive guidance on the split between staffing and pilot activity, but would suggest the minimum viable staffing to carry out the pan-London coordination would be three FTEs. It is important to note that the resource to deliver pilot activities may also involve staff time and other costs.
21	How will the Sector Talent Boards work with the Construction Colleges of Technical Excellence?	The GLA has been involved in the co-design of the delivery plan for London's Construction Technical Excellence College (CTEC), which is being delivered by New City College, to ensure that both initiatives are complementary rather than duplicative. New City College, are committed to working closely with the Sector Talent Board/Hub to deliver additionality for the sector.

22	How will the impact of the programme be measured?	The first year of the programme will be used to trial the feasibility of deliverables and refine focus in the first year of the programme with regards to meeting sector skills needs, creating pathways for talent into jobs and driving employer co-investment in London's skills system. For each year of delivery, Sector Hubs will be expected to set out plans for measurable activities and outputs. The GLA is also procuring an independent impact evaluation to measure the impact of the programme. We expect that the independent evaluator will also suggest additional ways for impact to be fully captured.
23	Will you be doing another market warming event for the next phase of the programme? (Health, Social Care and Hospitality)	Yes. Date to be confirmed.
24	When will the Sub-Regional Hub opportunity be made available?	Funding will be awarded via direct grant to the sub-regional partnerships and it is expected that sub-regional hubs will be launched early in Q1 2026/27.
25	The application form states that applicants can submit supplementary information. What types of supplementary information would the GLA like to see?	Any evidence that supports an applicant to demonstrate theirs/the partnership's eligibility should be prioritised.
26	Will organisations that participate in the Interim Talent Boards be allowed to apply for this opportunity?	Organisations involved in the Interim Talent Boards are allowed to apply to lead the Sector Hub opportunity. Conflicts will be managed at Board meetings in the normal way where this applies.
27	Will the GLA share the membership of the Interim Talent Boards?	Yes. The membership of the Interim Talent Boards will be published on the GLA website

28	The prospectus states that the Sector Talent Boards will be subject to an annual review. What will this review entail?	The Sector Talent Board is expected to take a leadership role in driving action and will be held accountable for delivering tangible outcomes that reflect employer priorities. In its secretariat role, the lead Sector Hub organisation will be required to produce an annual review of priorities and implementation, reflecting on achievements and informing a delivery plan for the future year.
29	Is the funding opportunity limited to large employers or can SMEs or Charities apply?	Any organisation or partnership/consortium of organisations can apply to lead a Sector Hub providing They can demonstrate meeting the eligibility criteria set out in the Prospectus.
30	The prospectus states that the funding cannot be used to directly fund training. Does this apply to training delivered as part of the pilot activity?	The funding covers a minimum of 3 staff FTE and pilot activities that respond to sector workforce challenges identified by the Sector Talent Board. Applicants have flexibility in how any funding is used for pilot activity, however activities must clearly demonstrate how they build on existing activity and practice and deliver clear impact or test new approaches to identify sustainable models or solutions. Due to the limited nature of the funding we do not expect any training to be funded through this budget, however the co-design and development work of training where a sustainable source of funding is identified can be claimed.
31	The application asks ‘<i>how will you ensure effective coordination with sub-regional hubs to connect with local talent pipelines and streamline support for employers?</i>’ Are you referring to the sub-regional hubs that will be set up in the future or specific sub regional hubs that are currently delivering skills and employment provision?	The application is referring to the sub-regional hub resource that the GLA will be funding from April 2026 as part of the new employer-led system. Please refer to page 14 of the prospectus. Sub-regional hubs will support local coordination and engagement of the talent system responding to local and sub-regional skills gaps as outlined in the Local Skills Improvement Plan (LSIP). Applicants should consider how they engage with sub-regional infrastructure, build on existing activity and work collaboratively to maximise connectivity and system impact.

32	Is the GLA looking for partnerships or consortiums to be made up of employers, training providers / educational institutions / local community organisations?	The GLA is looking for organisations with the networks, infrastructure and credibility to act as trusted convenors for all parts of each sector. Partnerships or consortiums can include a wide number of different organisations, but will need to demonstrate the following as well as demonstrating they meet the eligibility criteria set out in the application: • Established forums or mechanisms to consult a broad network of employers • A strong understanding of both large and small employers' skills and hiring needs • A commitment to inclusivity
34	Can you confirm if one organisation can secure multiple Hubs in different sectors or if one organisation is limited to securing a hub in one sector?	Applicants may apply for and be selected to deliver more than one Sector Hub as long as they, or through consortia or partnership, can demonstrate meeting the eligibility criteria set out in the Prospectus. Further, the GLA will consider the capacity to take on this role for more than one sector.
35	Are FE colleges allowed to bid for this opportunity to become a Pan-London Hub?	FE colleges are permitted to apply for this funding opportunity. Any organisation interested in leading a Sector Hub should pay regard to the eligibility criteria outlined in the prospectus.

Received up to the 07 November 2025

No	Question	Response
1	Can I just check a detail regarding the £360k funding per annum mentioned in this document? Is the intention that the body applying for the funding would both administer the employer board (is this the same as the Sector Talent Board?), develop and lead the pan-London sector hub and deliver pilot activity as part of an entire package, or would/could these functions be spread across a number of different organisations?	The £360k is to administer the Sector Talent Board (<i>formerly known as the employer board</i>), Pan-London Hub and fund any pilot activity. Sub-contracting is permitted to ensure activities are delivered effectively and build on established expertise, capacity and capability. Partnership arrangements must be declared in the application and agreements in place for the full duration of delivery. Any changes after grant award will require GLA approval.

2	Does the organisation leading the partnership also need to be the organisation applying for the funding and contract with the GLA?	Organisations can apply to lead a Sector Talent Board and Sector Hub individually, through partnership or as part of consortium. If applying as part of a partnership or consortium, each organisation should clearly state its role in Section 4.3 of the application and identify the organisation that will enter into the grant with the GLA. Sub-contracting is permitted to ensure activities are delivered effectively and make use of existing expertise, capacity, and capability. These arrangements must be declared in the application, and any changes after contract award will require GLA approval. Appropriate agreements between partners should be in place for the full duration of delivery to secure the partnership or consortia arrangements. Marketing plans for the Sector Hub must be agreed with the GLA, and further guidance will be provided in the Operating Guidelines.
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3	The guidance states that the sector Hubs will play a leadership role and we are assuming that this means it will be an opportunity for an organisation with expertise in at least one sub-sector of the Creative Industries, as well as strong connections across the whole sector, to help shape strategy. Because other parts of the guidance describe the various levels of accountability/approvals, we wanted to be clear that this is correct and that the intention is not only for the Hubs to serve as secretariats for the Sector Talent Boards	The role of the Sector Hub is to both manage and administer the Sector Talent Board and deliver the Hub activities as set out in the Prospectus. As such the Sector Hub should play a leadership role on behalf of the Sector Talent Board driving delivery of Hub activities that respond to strategic priorities. .
4	We assume that the organisation which wins the contract to deliver the Hub will also be eligible for representation on the Sector Talent Board (please confirm)	The organisation appointed to lead the Sector Hub will administer the Sector Talent Board and as a result of this role will be represented on the Board. This will ensure strong alignment between the Hub's delivery role and the strategic priorities set by the Board.

5	So long as full procurement measures are followed, would a) the organisation delivering the Hub and b) organisations which are represented on the Sector Talent Board be eligible to tender for pilot projects and other commissioned assignments	The lead organisation contracted to deliver the Sector Hub will be expected to develop and procure pilot activity as part of the overall programme. The expectation is that the lead organisation will work collaboratively across the sector with partners best placed to design and implement the activity based on relevant experience and sector needs. Organisations represented on the Sector Talent Board may also be involved in pilot delivery through partnership arrangements with the Hub lead or through the successful tendering for activity that the Sector Hub procures. These arrangements should be transparent and aligned with the programme objectives.
6	The application process includes production of a strategy for the five specified core areas of activity for the Pan-London Sector Hub and ‘planned activity’ which will ‘contribute to regional and national strategies and initiatives. Given that the GLA’s intention is for strategy and delivery to be driven by the Sector Talent Boards which have not yet commenced their work, how much detail is expected?	Ahead of the permanent launch in 2026, the GLA will establish interim Sector Talent Boards made up of employers and industry stakeholders who can demonstrate a commitment to addressing skills needs. The interim boards will help shape the permanent Sector Talent Boards. The expectation of the application is not for a fully developed strategy, but should: • Outline a clear approach for the five core areas of activity for the Pan-London Sector Hub • Demonstrate how planned activity will complement and align with existing regional and national strategies and initiatives • Show how the Hub will work with the Sector Talent Board once established to refine and implement the strategy.

7	We note that there is a strong emphasis on digital skills which may be more relevant to some sub-sectors of the Creative Industries than others. We wondered therefore whether the GLA's assumption is that some sub-sectors may be more involved in the work of the Hubs than others	GLA would expect the Sector Talent Board to lead and direct the focus of the sector hub working through consensus to establish priorities. The expectation is the Hub lead organisation, working with the direction of the Board, can provide a clear rationale based on wide industry input and data to validate the focus of the hub activities and work collaboratively across the sector with employers to build consensus for how the Sector Hub delivers against key priorities.
8	To which department in the GLA will the Hubs be contractually accountable?	The successful applicant will be expected to enter into a formal funding agreement with the Greater London Authority (GLA). Officers from within the GLA's Skills and Employment unit will be responsible for the performance management of the grant funding agreement and associated delivery plans.
9	The £360,000 Grant amount per year – Is that per priority sector or across all three?	Funding of up to £360,000 per year for three years (2026/27 to 2028/29) is available for each sector .
10	As an organisation, we might be able to cover the wider sector and would be seeking to apply for funding as spoke rather than the hub itself?	Applications for funding may only be submitted to deliver the activities as described in the Prospectus which includes administering the Sector Talent Board and delivering the Hub activities. Partnerships and consortia may be formed to submit one application whereby one organisation leads a particular element of the requirement activities. Please email SectorTalent@london.gov.uk if you would like the GLA to explore making an introduction to other organisations who have expressed an interest in partnering for this funding opportunity.

11	In terms of the procurement and £360K that you're looking to spend on the intermediary... how much of that is actually like a delivery budget and how much of that is a kind of coordination budget?	The prospectus does not specify how much funding is to be allocated to activities to be delivered. It is for applicants to set out their approach to the allocation of funding, bearing in mind the required activities and the minimum requirement of three FTE equivalent staff to resource the Hub.
12	Apart from bringing people together, what kind of things will the administration of the Sector Talent Board be expected to include?	The prospectus (page 13) offers a non-exhaustive list of further responsibilities to administer the Sector Talent Board. This can involve membership management, annual reviews, and sustaining employer engagement. Further areas will involve coordinating reporting to the Board, engagement with a broader network of employers, and commissioning and administering pilot funding according to Sector Talent Board priorities.
13	Is the running of that board part of that contract and that'll be the permanent version after the interim?	Administration of the permanent Sector Talent Board is a required activity as part of the funding opportunity.
14	Other parallel programmes like your work on Skills Bootcamps for example. Are those separate budgets for delivering things like that which this could align with but it's not necessarily replacing?	The funding opportunity is distinct from Skills Bootcamps. One element of the role of the Sector Talent Board will be to inform and shape the GLA's commissioning of skills budgets including any funding for Skills Bootcamps, according to the needs of the sector.

15	Have you clarified how many times a year that the board is going to meet?	We'd normally expect Sector Talent Boards to meet on a quarterly basis, however we may expect additional meetings to be facilitated to enable workstream activity to be progressed.
16	Who will determine the outcome of the commissioning?	Compliant applications will be evaluated by three independent scorers which might include a representative of the Interim Sector Talent Board.
17	How much funding is available?	Up to £360,000 per annum, for three years 2026 – 2029. A maximum of £1.08m. This amount is available for each of the three priority sectors