

**MAYOR OF LONDON**

# **Sector Talent Boards and Pan London Sector Hubs**

## **Prospectus**

## **Phase 2**

## COPYRIGHT

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## Introduction

To unlock London's full economic potential, we must ensure that pathways into good jobs and fulfilling careers are accessible to all. This means connecting Londoners with employers, improving representation in the capital's workforce, and strengthening the link between training and real-world industry demand. In today's fast-evolving labour market, employers need talent with practical skills, adaptability, and experience while many Londoners, particularly those without advanced qualifications, struggle to access secure, well-paid employment.

For employers, navigating London's talent system can be complex. There is a clear need to simplify access and empower businesses to shape the system they rely on.

Employers have a direct stake in ensuring the system reflects real-world job requirements. By putting them in the driving seat, London can build a talent ecosystem that helps businesses thrive and opens up meaningful opportunities for all Londoners.

The Mayor of London's commitment to create 150,000 good jobs by 2028 is a step toward building a more inclusive economy. This ambition is supported by targeted investment and a workforce plan designed to ensure that skills, careers, and employability provision across the capital are 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 exports. It marks an early step in delivering [London's Inclusive Talent Strategy, the Get London Working Plan](#), and builds on the foundation of the London Local Skills Improvement Plan (LSIP), led by BusinessLDN.

To embed this vision across the capital, the priorities of the Sector Talent boards will be aligned to the LSIP. A refreshed LSIP, co-owned by the Greater London Authority (GLA) and BusinessLDN, will be published in early Summer 2026. This infrastructure will make it easier to work with providers and business to match training supply with

evolving needs of employers and industries. The Sector Talent Boards will play a central role in delivering LSIP priorities and providing a live view of sector needs.

This funding opportunity extends the Sector Talent Board and Pan-London Sector Hubs programme to the health, social care and hospitality sectors. These sectors are critical to economic resilience and social wellbeing, and this phase focuses on strengthening talent pipelines, addressing skills shortages, and creating sustainable career pathways to support their long-term growth.

1. **Health** is the cornerstone of a productive society. A strong health sector ensures population wellbeing, reduces preventable illness, and underpins productivity across all industries by maintaining a healthy workforce. Beyond clinical care, it drives innovation in digital health and preventative approaches to care. Investment in health talent pipelines is critical to meet rising demand, adapt to technological change, and sustain high-quality care delivery.

2. **Social care** provides essential support for vulnerable individuals, enabling independence, dignity, and improved quality of life. It also plays a vital role in reducing pressure on health systems by preventing hospital admissions and supporting community-based care. The sector is deeply embedded in local economies, but stable employment and opportunities for career progression remain a challenge. Strengthening social care talent is key to addressing demographic shifts, increasing complexity of needs, and ensuring resilience in service provision.

3. **Hospitality** and the wider experience economy is a driver of local economies, tourism, events, attractions and cultural vibrancy. The experience economy includes spend on culture, leisure, hospitality, retail and events, and underpins our long-term competitiveness to attract global talent, investors and visitors. It fosters community engagement and contributes to the economy by providing accessible services and experiences that enhance quality of life and visitor experience. The sector offers diverse employment opportunities, from entry-level roles to management and entrepreneurship, making it a critical pathway for social mobility.

Consistent with the first phase of the programme; the Mayor's investment for this phase is comprised of three core components:

1. **Sector Talent Boards**, Strategic convenors that bring together employers, trade bodies, and industry stakeholders to provide long-term leadership on skills and talent development. They will shape the design and delivery of London's skills, employment and careers system identifying skills gaps and training priorities and tackling sector-specific challenges. They will champion inclusive access, share best practice, and ensure training reflects real-time industry needs.
2. **Pan-London Sector Hubs**, These Hubs will support the Sector Talent Boards, coordinate delivery, and serve as a central entry point for employers, particularly larger businesses seeking to engage with, co-design, and co-invest in the talent system.
3. **Sub-Regional Hubs**, Focused on sub-regional priorities as outlined in the LSIP, engaging SMEs and employers with location-specific needs, connecting them to local talent pipelines, training, and support. This is outside the scope of this funding opportunity.

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.

Success will depend on strong collaboration across local authorities, employers, trade bodies, education and training providers, and communities working together to shape a more connected and inclusive system.

## 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, per sector** 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: **Health, Social Care and Hospitality** and the wider experience economy.

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 each 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 organisations that can act as **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 covers three years financial years (2026/27 through 2028/29)**.
- **Each year**, funded Sector Talent Boards and Pan-London Sector Hubs will be required to submit a detailed delivery plan. Release of 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

**Sector Talent Boards** will provide long-term sector leadership on skills and talent development with permanent Boards in **Health, Social Care and Hospitality** expected to be launched by **October 2026**.

Each Board will act as the **strategic convener 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:

- **At least 70% large employers** – e.g. Chief People Officers, Human Resource (HR) Directors, Heads of Talent / Learning & Development.
- **At least 10% SMEs** - e.g. SME founders or People Leads
- **Not to exceed 20% employer bodies or industry stakeholders** – e.g. sector trade associations, industry bodies, or specialist recruiters.

- **Not to exceed 10% observers** and other advisory members – including representatives 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**.

In the cases of Health and Social Care, this may mean stronger representation from NHS trusts, local authorities, care providers, and workforce development bodies. In Hospitality, there will be need to balance representation between the traditional hospitality sector and the wider experience economy. Each sector will therefore have a tailored model that brings together the right mix of employers, training providers, and community partners to drive meaningful change.

### **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 addressing 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 October 2026, the GLA will establish **interim Sector Talent Boards** in Health, Social Care, and Hospitality. 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:

- 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.

The appointment of interim Talent Board members is already underway in Social Care and Hospitality, whilst Health is being established along a slightly later timeline. The Pan-London Health Sector Hub will be commissioned now alongside other sectors, with Board development progressing in parallel. This reflects the complexity of and current changes affecting the health system and ensures the Board is able to shape the Hub's priorities once established.

**Participation in interim boards will not disqualify organisations from applying to lead the permanent Sector Talent Boards or Sector Hubs. Interim board members applying or supporting an application will be precluded from inputting into the scoring process 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 gaps<sup>1</sup>, 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.

## 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.

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

- 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 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 is also the sub-regional sector focused activity established through direct award to the sub-regional partnerships. This supports local coordination and engagement of the talent system responding to local and sub-regional skills gaps as outlined in the LSIP and builds 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 Health, Social Care, and Hospitality sectors are among the most diverse in the city's labour market. Across all three sectors, only 50% of workers identify as White, making these workforces significantly more diverse than London's overall labour market. These sectors rely heavily on migrant Londoners with 63% of Hospitality workers and 49% of Health and Social Care workers born outside the UK<sup>2</sup>; bringing vital cultural, linguistic, and lived experience to frontline roles. However, this diversity is not consistently reflected in senior, specialist, or managerial positions, creating an imbalance that limits progression for underrepresented groups and constrains employers' ability to harness the full breadth of London's talent.

A core aim of this funding opportunity is to strengthen inclusion across the entire talent pipeline. This means ensuring that underrepresented Londoners, including those facing barriers linked to low income, disability, long-term health conditions, or limited access to formal education can access training, build skills, and progress into secure, well-paid roles. It also includes widening pathways into further and higher education for individuals who may not traditionally pursue academic routes, enabling more Londoners to gain advanced qualifications and move into leadership, specialist, and high-growth occupations.

### Why this matters for employers

- Inclusive recruitment widens the pool of skilled candidates, helping address persistent workforce shortages in health, social care, and hospitality.
- A diverse workforce improves service quality, particularly for occupations which rely on communication, empathy, and cultural understanding.
- Employers who lead on inclusion strengthen their reputation, aligning with London's priorities for fairness, growth, and high-quality service delivery.

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<sup>2</sup> [LSIP sector skills analysis 2025](#)

## 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 both the interim and permanent 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 in the sector related to their learning 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 be accountable to the new the Inclusive Talent Delivery Group (The Delivery Group), part of the Mayor's Growth Mission. The Delivery Group

will drive the strategic direction of London's workforce development approach and oversee the delivery of the **Inclusive Talent Strategy**, the **Get London Working Plan** and the **London's LSIP**.

The Delivery Group will be co-led by BusinessLDN, London Councils and the GLA. It is comprised of senior policy and industry leaders, membership is drawn from key stakeholders (designated bodies) as nominated by their organisations, and business members as nominated by the Sector Talent Boards (or independently recruited) and endorsed by the Growth Mission Board Co-Chairs.

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

- **Setting the agenda** – The Delivery 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 Delivery Group will review annual delivery plans, with Boards required to report progress back.
- **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 shaped around the specific needs and realities of each sector, recognising their distinct workforce structures, operational challenges, and business profiles.

## 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 **12:00pm 10 June 2026**

Please register your interest by emailing [sectortalent@london.gov.uk](mailto: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](mailto:sectortalent@london.gov.uk)

- Funding Application Form;
- Financial Forecast
- Risk and Issue Register
- At least three letters of support from employers within the target sector, confirming commitment to engage with the employer-led skills system. (These will be reviewed and scored as part of the assessment 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** and may also integrate sector specialist input from neutral members 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:

<b>Section</b>	<b>Weighting</b>	<b>Assessment Criteria</b>
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 by: (a) convening and management of the Sector Talent Board, and (b) the five core areas of activity for the Pan-London Sector Hub and (c) employer letters of support.
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	<b>Excellent</b> 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	<b>Good</b> 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	<b>Meets minimum requirements.</b> 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	<b>Poor</b> 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	<b>Inadequate</b> 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](mailto: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 clarification question submission date is **01 June 2026** for publication on **3 June 2026**.

## **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.
- Timelines for development of 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
<b>Launch of Sector Talent Boards / Skills Hubs funding phase 2 opportunity</b>	WC 13 April 2026
<b>Application window closes</b>	10 June 2026
<b>Delivery Start</b>	September 2026
<b>Delivery End</b>	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 demonstrate the practical value of the Sector Talent Boards and Pan London Sector Hubs, we have outlined the key workforce needs, priority occupations, and in demand skills across the Health, Social Care, and Hospitality sectors. These sector overviews include examples to illustrate how the Boards and Hubs can work together to proactively respond and support these specific needs through facilitating targeted interventions.

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:

- 1-2-1 meetings with sector stakeholders and employers.
- Responses to the Inclusive Talent Strategy written consultation.
- Data produced by the GLA Economics.

Please read the overview for your sector of interest.

**Note** - In the cases of **Health and Social Care**, there will be separate Sector Talent Boards. However, there is an expectation of close joint working, recognising the interdependencies between the two workforces, shared labour market challenges, and the need for coherent pathways between both sectors.

A similar approach will apply to the Pan London Sector Hubs. While each Hub will have distinct resourcing and governance, they will be expected to collaborate closely, particularly where sectors overlap or where joint delivery can maximise impact. Where this applies, we would expect the application to state how this collaboration can be captured.

Both Hubs will also have the flexibility within available resources to support sub-regional resourcing models, enabling targeted interventions that respond to localised labour market needs while maintaining a consistent pan London strategic framework.

## Health

### 1. Context

The Health sector in London continues to face workforce pressures, despite some easing in recruitment difficulties since 2022. The workforce is diverse and shaped by a complex labour market, including a higher share of female workers, an ageing workforce in some parts of the system, continued reliance on internationally recruited staff, although the NHS plan has committed to move away from international recruitment and instead recruit from local communities.

The NHS [10 Year Plan](#) (2025) sets out a long-term shift in how care is delivered, including a move from hospital to community-based care, from analogue to digital services, and from treatment to prevention. These changes are being implemented alongside wider structural reforms, including changes to national NHS governance, and the evolving role of Integrated Care Boards (ICBs), as well as current constraints on recruitment in parts of the system.

Demand is expected to rise as the population ages, health needs become more complex and service models change. This includes a shift towards neighbourhood-based and community-delivered models of care, with greater emphasis on population

health, multidisciplinary working, change management, and understanding how primary, community and acute services interact.

Training provision contributes to workforce supply, particularly for regulated and higher-level roles, but challenges remain around recruitment, retention, progression and alignment to employer need.

## **2. Priority Skills**

Analysis of Lightcast online job postings in 2025 highlights strong employer demand for:

- Technical and sector specific skills: clinical governance, regulatory compliance, infection prevention, care planning, mental health aptitude, and nursing
- Transferable skills: communication, time management, patient handling, problem solving, management and leadership
- Digital skills: digital literacy, office software and clinical management systems.

Compared with 2022, the overall skills mix has remained broadly stable, but transferable skills now appear more frequently in postings. Communication skills, in particular, are mentioned in over a third of roles. Technical demand has shifted slightly, with safeguarding, infection prevention and care planning appearing more prominently alongside core clinical skills. Digital requirements have moved towards general digital literacy rather than specific platforms.

National employer evidence also highlights the importance of understanding patient pathways and how primary, secondary and community care interact.

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

- Coordinate workforce planning across NHS Trusts and Integrated Care Systems (ICS) to respond to persistent vacancies and recruitment freezes.
- Shape training and skills provision to meet priority needs, especially digital skills and community-based care.

- All roles, including frontline staff, increasingly need to upskill in digital-driven solutions and ways of working.
- Strengthen local recruitment pipelines to reduce reliance on international recruitment and support Londoners into NHS roles.
- Improve recognition of prior learning to enable mobility and faster progression within the health workforce.
- Support employers with consistent approaches to apprenticeships, qualifications, and early-career pathways, especially in the context of reduction in entry level roles being reduced in the light of alternative AI solutions.
- Enhance retention strategies by promoting good practice on job quality, wellbeing, and career development.
- Provide shared labour-market intelligence to guide investment, training priorities, and workforce interventions.
- Act as a system convenor, aligning NHS, ICSs, training providers, and workforce bodies around shared workforce goals.

## Social Care

### 1. Context

London's social care sector plays a vital role in supporting people of all ages with a wide range of needs, including older people, disabled people, and those experiencing mental ill health or other complex circumstances, often at the intersection of health, housing, and community services. The sector is expected to grow over the next decade and an increase in the social care workforce will be needed to meet rising demand from an ageing population and increasing complexity of need. Skills for Care estimates the number of posts in adult social care will need to rise by around 33 per cent by 2040 to meet demand.<sup>3</sup>

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<sup>3</sup> [The state of the adult social care sector and workforce in England, 2025](#)

The workforce is highly diverse. As of 2024/25, London has the most ethnically diverse adult social care workforce in England, with around 50% of staff identifying as Black, African, Caribbean or Black British, and 22% as Asian or Asian British.<sup>4</sup>

The sector faces challenges from high vacancy rates, persistent skills challenges, workforce attrition, a reliance on older workers and a reduction in workforce supply due to new immigration rules.

Low pay, limited progression opportunities, recruitment and retention challenges, and declining interest from new entrants and career changers all pose challenges to the adult social care workforce in London<sup>5</sup>.

## 2. Priority Skills

Skills for Care have found that employers tend to rate values and behaviours that are well suited to the care profession as being of high importance, often more so than formal qualifications.<sup>6</sup> As needs become more complex, including in relation to mental health, employers increasingly emphasise empathy and values-based practice, and the ability to build trusted relationships. This is especially relevant for direct care roles. In addition, valuable knowledge and capability are developed through a combination of qualifications, training and on-the-job experience.

Care workers and home carers are the most commonly posted job roles in the sector, with interpersonal skills and management capabilities being transferable skills that are in demand within social care.<sup>7</sup>

The Department of Health and Social Care (DHSC), through research delivered by the Care Quality Commission (CQC), highlighted that the highest number of respondents found direct care worker roles difficult to recruit for, with management roles being in second place.<sup>8</sup>

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<sup>4</sup> [The state of the adult social care sector and workforce in England, 2025](#)

<sup>5</sup> [ons job quality indicators by industry in london and all other regions of the uk 2023](#)

<sup>6</sup> [The state of the adult social care sector and workforce in England, 2025](#)

<sup>7</sup> GLA Economics analysis of Lightcast, 2025

<sup>8</sup> [Adult social care workforce skills survey: September 2025 report - GOV.UK](#)

Engagement carried out by the GLA for the Inclusive Talent Strategy (ITS) emphasised the importance of training in employability skills, accessibly entry level roles with on-the-job training, provision of apprenticeships, sector-specific ESOL provision and digital literacy. Employers also report that apprenticeships and training programmes can be too long, complex or insufficiently aligned to the realities of care work.

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

- Raise awareness of the breadth of roles and opportunities in social care to challenge preconceptions.
- Develop strategies for more consistent use and recognition of the Care Certificate across care providers.
- Design a paid placement programme model to enable both the employer and the participant to assess fit before a commitment to work.
- Upskill existing workforce in digitalisation skills and responsible use of AI.
- Raise awareness among adults, parents, and advisers about social care careers, beginning at primary school, including the use of ambassadors from diverse backgrounds.
- Promote diversity & inclusion and inclusive recruitment practices.
- Promote clear pathways for progression.

**Please see the note referring to Health and Social Care at the top of page 26.**

## **Hospitality and the wider experience economy**

### **1. Context**

Culture, hospitality and events are sustained by international tourists, which were negatively impacted during the pandemic. Since the pandemic, London's hospitality sector has faced challenges around operating costs (energy, rising rent and staff) and consumer spending. The experience economy sector also continues to face structural workforce issues, including, levels of pay, workplace conditions, job security, recruitment, retention and skills development. Although recruitment has become

easier since the pandemic, hospitality employers still reported the highest skills gap rate of any sector at the England level in 2024.<sup>9</sup> There are also divergent trends across the sector, with employment in accommodation services increasing between 2022 and 2024, while employment in food and beverage services decreased.

Hospitality and the wider experience economy through London's mix of culture, food and drink, events, shopping and green spaces,<sup>10</sup> is expected to grow over the next decade, creating jobs and supporting London's position as a leading international city and providing the foundations of London's prosperity. Employment in hospitality is predicated to grow by 1.6 per cent per annum or 5,200 jobs per year between 2025 and 2035.<sup>11</sup> This sector will play a vital role in making London a brilliant place to visit, study and live.

## 2. Priority Skills

Hospitality and the wider experience economy offers an important entry point for young and less experienced workers, while also providing valuable workplace skills such as communication, teamwork, management and finance.<sup>12</sup> However, there remains a need to promote training and progression opportunities across the workforce.

Key areas of demand for hospitality in the capital include chefs, kitchen and catering assistants, wait staff, bar staff and housekeepers (though online postings may understate true demand, particularly for entry-level roles, in this sector). Employers identify technical skills associated with food & beverage, business operations, sustainability awareness, and occupation health & safety, along with transferable skills, such as communication, customer service and leadership which should all be prioritised for development.

In the wider experience economy, creative communication, storytelling, customer insight, design skills, and event management are all important skillsets for the continuing growth of the industry. Further opportunity to work with industry

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<sup>9</sup> DfE, [Employer Skills Survey 2024](#), July 2024

<sup>10</sup> [Experience economy - London Growth Plan](#)

<sup>11</sup> NFER, [Skills Imperative 2020-2035](#), August 2024

<sup>12</sup> UKHospitality, [Hospitality Workforce Strategy](#), May 2022

stakeholders to identify and agree key growth occupations within the wider experience economy.

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

- Raise awareness of the breadth of roles and opportunities in hospitality to challenge preconceptions.
- Undertake exercise to identify key growth occupations within the wider experience economy where co-designed interventions can have the greatest impact to support workforce development.
- Develop co-designed sector-specific ESOL training , ensuring provision is available early on in employment pathway and that the curriculum reflects real communication needs.
- Offer young people more opportunities to connect with employers, practical training and applied learning, while still in school. Extending this offer to alternative educational provision and community settings where possible.
- Develop sector-specific employability support and training and embed employment rights awareness.
- Champion responsible employment practices by focusing on fair pay, secure hours, and development opportunities.
- Promote the benefits of working in the hospitality and wider experience economy sector including flexibility in hours and working patterns, progression that includes on the job training, socially and culturally diverse workplaces, immediate employment and opportunities for neurodivergent employees.

## Annex 2 – Sector Priority Occupations and Skills in Demand

### Sector: Health

#### SSA Tier 2: 1.1, 1.2, 1.3, 1.5

SOC Code	Priority Occupation	Skills in demand	
		Technical	Transferable
1171	Health Services and Public Health Managers and Directors	General medicine care	Communication
1231	Health Care Practice Managers	Nursing and patient care	Leadership
2113	Biochemists and Biomedical Scientists	Health care procedures and regulation	Management
2211	Generalist Medical Practitioners	General science and research	Research
2212	Specialist Medical Practitioners	Medical test and procedures	Teaching
2221	Physiotherapists	Auditing	Planning
2225	Clinical Psychologists	Clinical governance, practices and supervision	Interpersonal Communication
2226	Other Psychologists	Risk management	Teamwork Detailed orientated
2231	Midwifery Nurses	Mental and behaviour health specialist	
2232	Registered Community Nurses	Mental health therapies	
2233	Registered Specialist Nurses	Treatment planning	
2234	Registered Nurse Practitioners		
2235	Registered Mental Health Nurses		
2236	Registered Children's Nurses		
2237	Other Registered Nursing Professionals		
2251	Pharmacists		
2252	Optometrists		
2253	Dental Practitioners		
2254	Medical Radiographers		

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2255	Paramedics
2259	Other health professionals n.e.c.
3212	Pharmaceutical Technicians
3213	Medical and Dental Technicians
3219	Health Associate Professionals n.e.c.
3224	Counsellors
4211	Medical Secretaries
6131	Nursing Auxiliaries and Assistants
6132	Ambulance Staff (Excluding Paramedics)
6133	Dental nurses
9262	Hospital porters

## Sector Talent Boards and Pan London Sector Hubs Prospectus

### Sector: Social Care

#### SSA Tier 2: 1.3, 1.5

SOC Code	Priority Occupation	Skills in demand	
		Technical	Transferable
1172	Social Services Managers and Directors	Personal care	Communication
1231	Health and Care Practice managers	Community and social work	Initiative and leadership
1232	Residential, Day and Domiciliary Care Managers and Proprietors	Home health care and assisted living	Social Skills
2461	Social Workers	Childhood education and development	Empathy
3221	Youth and Community Workers	Mental and behaviour health specialist	People management
3223	Housing Officers	Mental health therapies	Communication
3229	Welfare and Housing Associate Professionals n.e.c.	Practical clinical skills	Social skills
3232	Early Education and Childcare Practitioners		People management
6111	Early Education and Childcare Assistants		Language skills
6131	Nursing Auxiliaries and Assistants		Teamwork
6135	Care Workers and Home Carers		
6136	Senior Care Workers		

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### Sector: Hospitality

#### SSA Tier 2: 7.4

#### Hospitality

SOC Code	Priority Occupation	Skills in demand	
		Technical	Transferable
1221	Hotel and Accommodation Managers and Proprietors	Food and beverage management	Communication
1222	Restaurant and Catering Establishment Managers and Proprietors	Inventory management	Detailed Orientated
3557	Events Managers and Organisers	Customer services/Service standards	Leadership and management
4216	Receptionists	Business operations	Social skills
5434	Chefs (incl. chef development skills)	Occupational health and safety	Language competencies
5435	Cooks	Kitchen operations management	Problem solving
5436	Catering and Bar Managers	Food safety, sanitation, quality assurance and control	Creative thinking
6231	Housekeepers and Related Occupations	Restaurant operations	Operations, planning and organising
6240	Cleaning and Housekeeping Managers and Supervisors	Menu planning	Time management
7220	Customer Service Supervisors		
9261	Bar and Catering Supervisors		
9263	Kitchen and Catering Assistants		
9264	Waiters and Waitresses		
9265	Bar Staff		
9266	Coffee Shop Workers		

### Methodology for identifying priority occupations

GLA Economics has developed an extensive dataset of UK SOC-4-digit occupations covering a range of sources with data on employment, projected employment growth, salary level, online job postings, typical education levels, and alignment with national priorities, such as the UK industrial strategy. From this dataset, relevant occupations for each of London's priority sectors were identified, based on their concentration in, or relevant importance to, that sector.

Occupations were then assessed against demand trends, projected growth and job opening numbers to identify future priorities. Where possible, occupations were cross-checked against other policies, such as Skills England's recent Assessment of Priority Skills to 2030<sup>[1]</sup>, the Skilled Worker visa temporary shortage list<sup>[2]</sup> and the London Local Skills Improvement Plan.<sup>[3]</sup> Input from employer engagement on skills needs and occupations in demand was also used to verify and strengthen the analysis.

Input from employers on skills in demand, collected as part of the London Talent Pathway Fund engagement, was compared to data from Lightcast and reflected in the lists provided above.

<sup>[1]</sup> Skills England, [Assessment of priority skills to 2030](#), 2025.

<sup>[2]</sup> [Skilled Worker visa: temporary shortage list - GOV.UK](#)

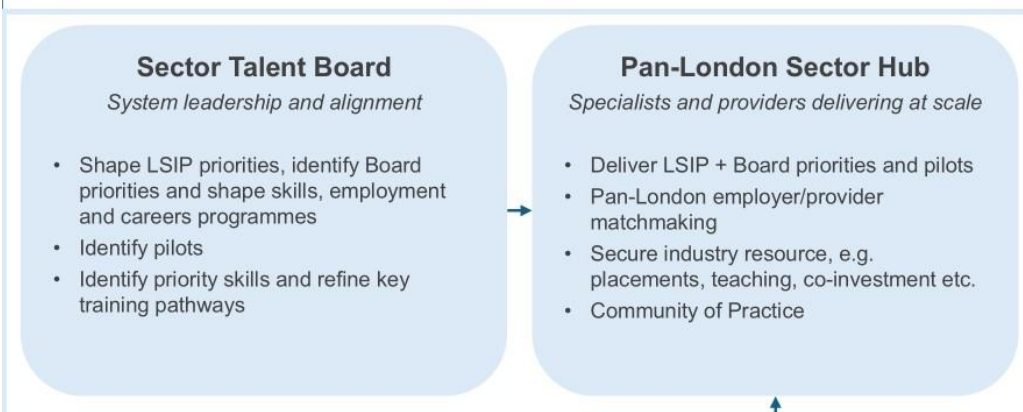
<sup>[3]</sup> BusinessLDN, [London Local Skills Improvement Plan](#), May 2023

## 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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