

GREATER LONDON AUTHORITY

REQUEST FOR DIRECTOR DECISION – DD2624

Title: No Wrong Door – additional funding and reallocation of funds

Executive Summary:

This Director Decision (DD) form seeks approval for the expenditure of £440k of funding which has been included in the GLA budget for the next two years to support the 'No Wrong Door' (NWD) initiative as part of the London Recovery Programme's Helping Londoners into Good Work mission. The additional GLA funds and revision of the budget will expand the programme and help to maximise impact for Londoners through the delivery of the Integration Hubs. This, with the existing budget of £2.06m (approved under cover of [MD2833](#) and [MD2916](#)), brings the approved value of the programme to £2.5m over its lifetime (2021-22 to 2024-25).

MD2916 delegates authority to make future NWD programme-level decisions within the scope of the decision to the Executive Director for Communities and Skills. This includes approval to receive and spend additional funds secured for the programme, such as those requested from the Department for Work & Pensions (DWP), one of the partners of the programme, and its Flexible Support Fund.

Decision:

That the Executive Director of Communities and Skills approves the:

1. expenditure of an additional £440k of GLA funds to the No Wrong Door (NWD) programme, specifically to fund the continuation of the Integration Hubs into years 2023-24 and 2024-25, previously approved under the cover of [MD2833](#).

AUTHORISING DIRECTOR

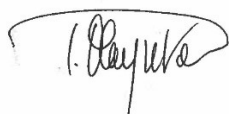
I have reviewed the request and am satisfied it is correct and consistent with the Mayor's plans and priorities.

It has my approval.

Name: Tunde Olayinka

Position: Executive Director –
Communities and Skills

Signature:



Date:

06/03/2023

PART I – NON-CONFIDENTIAL FACTS AND ADVICE

Decision required – supporting report

1. Introduction and background

- 1.1 The Good Work mission aims to “*support Londoners into good jobs with a focus on sectors key to London’s recovery*”. There is a strong emphasis on Londoners that have been disproportionately impacted by the Covid-19 pandemic and face structural inequalities.
- 1.2 The Good Work mission includes four project strands. One of them is the ‘No Wrong Door’ (NWD) initiative. The overarching vision for this, approved by the London Recovery Board, is: “*Coordinating skills, careers and employment support so there is ‘no wrong door’ for Londoners; and ensuring that employment and enterprise provide a secure route out of poverty.*”¹
- 1.3 In terms of governance, the Skills for Londoners (SfL) Recovery Task and Finish Group sat as a subordinate body to the SfL Board until March 2022 and provided a steer on the implementation and delivery of the mission. It reported into the SfL Board and SfL Business Partnership (now known as the Jobs and Skills Business Partnership). Since the SfL Recovery Task and Finish Group was disbanded in March 2022, the SfL Board and Jobs and Skills Business Partnership provides steer on the implementation and delivery of the Good Work mission.
- 1.4 The project also reports to the London Recovery Board via the GLA’s central recovery team, ensuring that activities and objectives align with the outcomes and cross-cutting principles (CCPs) of the Recovery Programme.
- 1.5 Under cover of MD2833, the Mayor approved expenditure of £720,000 for NWD across two financial years (£500,000 in 2021–22 and £220,000 in 2022–23). There was an expectation that further match funding or in-kind support would be secured from key project partners, including the DWP, sub-regional partnerships (SRPs),² and London Councils, and that the GLA and its key project partners would explore additional ways of augmenting delivery to maximise impact given the scale of the intervention required.
- 1.6 In May 2021, the GLA applied for funding to the government’s United Kingdom Community Renewal Fund (UKCRF) to support the expansion of the NWD initiative.
- 1.7 In November 2021 the government shortlisted six London-based projects to receive funding from the UKCRF, totalling £3,788,211.79. On 25 November 2021, the Mayor approved the receipt of that allocation ([MD2851](#)) and that the GLA acts as the organisation responsible for administering these funds in London on behalf of the UK government, setting the financial delegation limits relating to the six projects.
- 1.8 The NWD was one of the projects awarded funding by the UKCRF, receiving £500,000, to be matched with £500,000 from the existing programme budget. The new grant supported the NWD activities from 8 November 2021 to 31 December 2022. The original end date was 30 June 2022 but delays to rollout by central government meant the grant was extended to 31 December 2022.
- 1.9 As outlined in MD2916, in December 2021 an additional £840,000 across three financial years (£280,000 in 2022–23; 280,000 in 2023–24; and £280,000 in 2024–25) was allocated to further support the NWD, subject to approval. It was also agreed that future NWD programme level decisions within the scope of this decision would be delegated to the Executive Director for Communities and Skills via a DD form, including receipt and expenditure of additional funding.

¹ Ideally ‘skills and employment provision’ encompasses all forms of formal and informal support, delivered by central and local government, employers, or the Voluntary and Community Sector (VCS) sector. However, for practical purposes the priority for this project is provision that is commissioned or delivered by the public sector, including central government, GLA and boroughs. It ranges from adult learning and skills programmes to work support and brokerage.

² The four London borough sub-regional partnerships (SRPs) are Central London Forward, Local London, South London Partnership and West London Alliance.

2. Objectives and expected outcomes

- 2.1 The objectives and programme delivery approach of NWD are recorded in MD2833. The GLA and London Councils have worked with key stakeholders across London – including the DWP and the borough SRPs, to produce working definitions of NWD that set out a clear vision of how the system could look different:
- for **Londoners**, NWD will mean that no matter what their starting point or which service they access first, they will be connected to the right type of support, at the right time, to help them on their journey to good work
 - for **service organisations and providers**, NWD will mean a clear and shared understanding by all partners of the pathways to good work in their area, including coordinating the services available to support this, which will allow Londoners, delivery partners and other stakeholders to be referred to and access services that are right for them, or the individuals they are supporting
 - NWD will support multi-agency, person-centred models of practical support that put the needs of service users and job seekers at the heart of service planning and provision
 - while the most immediate priority is to improve integration between skills and employment related organisations, NWD is also about building strong partnerships and pathways with other vital services in sectors that are critical to residents' journeys to and through work, including health services, housing, childcare, and Voluntary and Community Sector (VCS) support.
- 2.2 NWD is currently delivering three strands of activity to meet the programme objectives:
- **Integration Hubs:** grant funding for SRPs to establish and deliver virtual 'Integration Hubs' to help coordinate skills and employment services within their localities. This element went live in Q4 2021-22. The delivery of the first phase will be completed on 31 March 2023, in line with the current grant agreements. An outputs and outcomes framework for this strand is attached in **Appendix A**. The GLA will continue to use this framework to monitor the delivery progress of the hubs in Years 2 and 3.
 - **A research, innovation and marketing programme** to identify ways to better connect Londoners to skills and job support opportunities, including production of a minimal viable product for this, and promotional activity. Work on this started in Q4 2021-22. Research partners, the Young Foundation, have produced a draft final report and an Integration Hubs toolkit in Q3 2022-23. The research findings and recommendations are informing Stage 2 of the Research & Innovation strand and will inform the pilot programme. London Councils and the DWP are involved in planning Stage 2.
 - **Pilot funding** to help places design, prototype and develop pilots for new models to promote NWD in practice (scoping activity planned for Q1 2023-24).
- 2.3 In addition, the GLA has commissioned an evaluation which has been reviewing the impact of the programme against its original programme aims. The evaluators are also working together with the subregional partners. The programme logic model (see **Appendix B**) sets out how early hub interventions and activity is expected to result in medium and long-term impact.

Programme Delivery – Integration hubs

- 2.4 This element has been developed in partnership with London Councils, the DWP and the SRPs and builds on year one delivery and the findings of the first-year evaluation. The overall progress from the hubs have been successful. They have shown to be engaging in many activities and events to help Londoners back into work.

- 2.5 The ICF report shows there is extensive evidence that the programme is meeting its objectives and hub plans have made significant progress. The four SRPs are in the process of each developing a detailed proposal for the next two years of delivery based on learnings from Year 1, geographic priorities and local need. SRPs will receive grant funding (via their accountable local authority) to resource and manage their hubs and deliver key activities.
- 2.6 The GLA expects the hubs will maintain the service levels of Year 1, while expanding the reach and impact of the hubs in Years 2 and 3 based on the learnings from Year 1. The project proposals for Years 2 and 3 will set out how their planned delivery activity will meet the programme objectives and measure impact in the themes set out in the programme logic model (see Appendix B). The themes include resident engagement/experience, referral practices, and partnerships/collaboration.
- 2.7 Indicative areas of activity may include:
- identifying and helping to address practical barriers to integration and partnership working, including sub-regionally and pan-London
 - surfacing and promoting good practice, for example with respect to referrals
 - supporting improved partnership working in alignment with NWD principles
 - bringing in service user voice and improving employer engagement with skills and employment provision
 - engaging with commissioners and policymakers to recommend changes to policy or structures, including by helping to formalise necessary strategic partnership arrangements
 - delivering training or support to help stakeholders and practitioners implement NWD in practice
 - helping to develop sustainable infrastructure for ongoing partnership working and coordination following the end of funded project activity
 - developing frameworks to measure impact including but not limited to pulse surveys, data collection, referrals, and feedback from residents and stakeholders.
- 2.8 Project deliverables are to be confirmed but may include:
- an overarching focus on improved job-related outcomes for Londoners and an improved experience with services to facilitate this
 - improved referral practices, leading to more Londoners from priority groups getting into good work
 - improved partnership working through the development of appropriate partnership structures and arrangements
 - tools, training, good practice networks to embed best practice
 - sustainability plans to support the continuation of key structures and activities beyond the timeframe of the project
 - key learning and best practice insights will be shared with the London Recovery Programme (GLA and London Councils) and project partners (including other integration hubs).
- 2.9 The budget allocated to the Integration Hubs approved under the cover of [MD2916](#) of £280k per year in 2023-24 and 2024-25 does not reflect the increased costs of delivery, so would result in a scaling down of activity. Therefore, over £380k of the additional £440k will be used to increase the Integration Hubs budget for the next two years of delivery to allow the hubs to maintain delivery of the programme and to reflect the increased cost of delivering in London (see **Table 1** on page 7/8)

below for a programme level breakdown of activity). This will allow the Hubs to address key structural barriers to Londoners gaining employment, facilitating the greater integration of skills and employment provision across London.

Research, innovation and marketing programme

- 2.10 The Research & Innovation programme is composed of two stages. The first stage involved a programme of research and engagement with Londoners, partners and practitioners (March 2021 to December 2022), followed by a second stage of developing practical tools or a platform (January 2023 to March 2024). There are plans to commission an external agency to support the GLA in developing practical innovative tools for this second stage. This DD seeks to extend the end of the Research & Innovation programme from March 2023 to March 2024 to ensure that the focus of Stage 2 is based on the findings of Stage 1 and can be co-created with the DWP and London Councils. This does not have any budget implications.
- 2.11 The following outcomes have resulted from Stage 1 of the Research & innovation programme:
- undertook customer journey analysis, mapping pathways especially for priority groups most at risk of exclusion, to identify how more coordinated provision can support them and improve their access to provision – 136 Londoners from priority groups participated in this research
 - established a baseline of how well coordinated provision is currently and used this baseline to track the impact of project interventions
 - captured a picture of how integration of systems is currently working through 100+ provider survey responses and 100+ partners attending sub-regional co-creation workshops
 - identifying and disseminated best practice in coordination and integration of provision, through the development of a toolkit for Integration Hubs
 - identified opportunity areas for the GLA and partner intervention to take forward in Stage 2, including influencing future UK Shared Prosperity Fund (UKSPF), a proportion of which has been earmarked to support NWD in 2024-25.
- 2.12 Stage 2 will draw on the insights and evidence from the first phase of the project to design and develop a minimum viable product or intervention to promote visibility and awareness of and access to skills and employment support opportunities in London.

Pilot set-up fund

- 2.13 To support concept development and prototyping of new practice models or interventions, a key aim of the programme is to support the development of new models of practice that build on the evidence, learning and opportunities identified in year one of the project.
- 2.14 Areas of focus are to be confirmed but may include models that:
- accelerate and scale existing activity that has shown evidence of impact
 - involve multi-agency practice that aligns with the recovery programme
 - build referral networks and pathways into opportunities in the Adult Education Budget, linked to the [Skills Roadmap for London](#) / policy priorities
 - boost employer engagement in the skills and employment landscape, for example through platforms or tools
 - support user-led services and pathways, and directly bring resident and user voice into decision-making and service planning.

2.15 Project deliverables may include:

- commissioning specialist support and guidance
- pilot prototypes and plans
- align the objectives of Stage 2 with the UKSPF commissioning round for people and skills in partnership with London Councils.
 - a. The GLA will continue to explore securing further match funding from other sources for pilot set-up support, for example via the DWP's Flexible Support Fund. Any ideas or concepts that are supported will have a realistic prospect of being fundable, deliverable and sustainable from sources outside of the GLA.
 - a. The pilot programme will be informed by Stages 1 and 2 of the research & Innovation programme, and the evaluation of year 1 of the Integration Hubs. For this reason, the pilot programme scoping will begin early in the 2023-24 financial year.

2.16 The current indicated focus for the pilot project (based on Stage 1) includes:

- a new commissioning and funding framework
- holistic learning and development models for practitioners
- co-creating principles for employment support
- aligning with UKSPF people and skills funding pillar 2024-25.

Evaluation and learning

- 2.17 The GLA has procured evaluation partners, ICF, with the possibility of extending their contract to continue the evaluation into years 2 and 3 of the programme. Having received their draft interim report in November 2022, the GLA will continue to work with them to develop the evaluation into years 2 and 3 to focus on measuring impact of the programme.
- 2.18 Interim evaluation findings indicate strong evidence of hubs undertaking activities that would not otherwise be happening. This includes bringing new partners together and discussing issues that were not actively being addressed, engaging the sub-regional system, engaging residents, improving the quality of referral practises and creating the conditions to improve referral practises in the future. ICF have confirmed that the programme rationale and theory basis have proven to be robust. There is a clear apparent need, previously uncatered for, for additional focus on streamlining the employment and skills system in London.
- 2.19 In order to extend the evaluation contract to cover the extended period of delivery to 2024-25, approval is sought for an additional £70k, bringing the evaluation total to £119,000, increased from £49,000.

Management and Administration

- 2.20 This will fund GLA staffing resource to contract manage elements of the programme. Where required, new posts will be approved through the parallel "establishment control" process. This has been reduced to half a salary, as the other half will be funded by the staff member's other responsibilities (e.g., the Mayor's Academy Programme).
- 2.21 Due to the complex nature of the programme more staff time has been spent on the programme than originally intended. It is therefore requested to increase spend from £140k to £200k over the programme lifetime.

- 2.22 It is anticipated that £130k will have been spent on salaries by the end of 2022-23, of which £54k will have been contributed by the UKCRF. A total increase of management and administration costs of £60k across the lifetime of the programme is being requested to ensure dedicated staff support to contract manage the programme.
- 2.23 Funding for 2023-24 and 2024-25 will reflect the reduced need of staffing oversight once the Integration Hubs have been established, so funding for just one 0.5 Full Time Equivalent (FTE) member of staff will oversee contract management of the Integration This post will be responsible for contract management of the hubs and this amendment has been detailed in Table 1 below.
- 2.24 The revised NWD programme budget breakdown which reflects additional GLA funds, spend in 2021-22 and proposed budget over the programme lifetime is outlined in Table 1 overleaf. Some underspend from previous years has been reprofiled into 2023-24 and 2024-25, however this does not require a decision under 18/14 of 'Mayoral Decision-Making in the GLA' document:

Table 1³: Revised budget breakdown

Funding	2021-22	2022-23	2023-24	2024-25	Total
Integration Hubs	420,000	378,000	473,000	470,000	1,741,000
Research, Innovation & Marketing	26,000	83,000	181,000	0	290,000
Pilot set-up	0	0	150,000	0	150,000
Evaluation	27,000	22,000	20,000	50,000	119,000
Management and Admin	67,000	63,000	35,000	35,000	200,000
Total	540,000	546,000	859,000	555,000	2,500,000

Source of income	2021-22	2022-23	2023-24	2024-25	Total
UKCRF	270,000	230,000	-	-	500,000
GLA	270,000	316,000	859,000	555,000	2,000,000
Total	540,000	546,000	859,000	555,000	2,500,000

3 Equality comments

- 3.1 Section 149(1) of the Equality Act 2010 provides that, in the exercise of their functions, public authorities must have due regard to the need to:

³ For demonstration purposes, the table shows costs and the associated UKCRF income as they were incurred in 2021-22 and 2023-23. As noted in the Finance comments in Section 5, all UKCRF income was received in 2022-23.

- 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 Relevant protected characteristics are age, disability, gender re-assignment, pregnancy and maternity, race, religion or belief, sex, and sexual orientation.

3.3 Equality, Diversity, and Inclusion is a cross-cutting principle across the London Recovery Programme. The interventions outlined in this DD are aimed at supporting those most at risk from the impact of the economic crisis brought on by Covid-19. Priority groups include learners from Black, Asian and minority ethnic communities; learners without basic skills; learners with special needs or disabilities; lone parents; and low-paid learners. However, the groups referenced in the Good Work for All mission are also considered to be priority groups and include those hit hardest by the pandemic including young people; newly unemployed people; people with caring responsibilities; people at risk of redundancy; and Londoners with the most complex needs, such as disabled Londoners and the long-term unemployed. The GLA has consulted on the equalities impact of these changes with key sector representatives, and will closely monitor, review, and evaluate their impact.

4 Other considerations

4.1 Key risks and mitigation measures are outlined below. These may be refined following further stakeholder engagement and evaluation work.

Table 2:

Risk	Description	Mitigation
Delays associated with reviewing and signing grant agreements	Due to time constraints, there is a risk that the Integration Hub grant agreements will not be revised and signed before the end of the 2022-23 financial year which could result in loss of staffing on fixed term contracts.	A timeline has been set out to meet this target and responsibilities and deadlines have been communicated clearly.
Conflicting priorities between key stakeholders	Key stakeholders in the London Recovery Programme may have competing priorities in prioritising projects / activities for funding. Their assessment of what is and is not feasible may also differ to the GLA's.	Key stakeholders have been closely involved in informing the proposals and the GLA will work together with them to agree and design the final project activities and deliverables. The GLA will continue the strategic partnership and governance which underpins the project to secure continued buy-in and alignment.
Lack of buy-in and support from key partners	Key project partners (SRPs, Jobcentre Plus) fail to secure buy-in and political endorsement,	The GLA and London Councils will work closely with key partners to secure buy-in and

	weakening the governance and deliverability of certain aspects of the project.	support. GLA partners have actively codesigned the project with us and further meetings and engagement will be used to secure and sustain buy-in.
Misalignment with priorities and expectations of London Recovery Programme	This may happen if, for example, the outputs and key performance indicators (KPIs) are not sufficiently aligned with the London Recovery Programme / GLA's central recovery team, or conflict with / duplicate other mission areas.	Regular reporting to and engagement with the GLA's Economic Recovery team; meetings with other Mission areas to identify overlaps. Developing a clear narrative that this is a systems-change programme designed to meet the Mayor's commitment to improve coordination and integration of systems. Demonstrating the impact that this programme has.
Limited value added	There is a risk that the project funds activity that was likely to happen anyway or provides little additionality. This may also be a risk if the limited funding is 'spread too thinly'.	The GLA will need to closely monitor, via the project governance structure and through programme management, how well project activities align with and meet spending objectives. The GLA will also need to carefully design project specifications and contracts / grant agreements to emphasise additionality and appropriate reporting processes. The GLA will work with evaluation partners ICF to set impact measurement and programme management frameworks that capture the strategic value added of the project.
Stakeholder involvement and support	NWD is a 'systems' challenge and therefore relies on the participation and, potentially, behaviour change of a range of actors and organisations. Limited involvement, whether due to time/lack of capacity or	Establishing a strategic partnership and governance structure for NWD will help to ensure key project partners (e.g., SRPs, Jobcentre Plus, boroughs) can help a wide range of stakeholders and practitioners to get involved.

	<p>competing interests, may limit the impact of funded activity.</p> <p>This is also a risk if the project does not adequately engage residents and VCS organisations.</p>	<p>Appropriate KPIs and monitoring can also help ensure residents and community stakeholders are being effectively engaged.</p>
Possible change in government	<p>The next general election is expected to take place in or before January 2025 (Year 3 of the programme) with possibility of an earlier election.</p> <p>Change in government may impact programme priorities and delivery as this is a partnership programme working closely with the DWP and London Councils.</p>	<p>The GLA will continue to work closely with key partners, consulting them at each stage of the programme.</p> <p>The Integration Hubs have considerable flexibility built into the programme management structures to allow the programme to adapt to meet local need where necessary.</p>

Links to Mayoral Strategies and Priorities

- 4.2 The programme outlined in this DD aligns with commitments made in the Mayor's [Skills for Londoners \(SfL\) Strategy](#) and the [Skills Roadmap for London](#) which sets the direction of travel for adult education and skills in London over the Mayoral term and beyond. In the Skills Roadmap for London, the Mayor commits to fostering a more integrated skills and employment system, including with other public services and support, through establishing the NWD Integration Hubs. It will support the London Recovery Board's Programme and the Helping Londoners into Good Work mission.

Consultation

- 4.3 This is a partnership programme between the GLA, London Councils and the DWP. There has been regular consultation with these key partners through monthly strategic meetings, and through workshops relating to the research & innovation strand.
- 4.4 There has been an extensive research programme undertaken in partnership with the Young Foundation, which consulted with 135+ Londoners from priority groups, and with 150+ providers working across the system. The findings have been incorporated into the design and implementation of each of the NWD programme strands.
- 4.5 There are no conflicts of interest from those involved in drafting or clearance of this form.

5 Financial comments

- 5.1 This decision seeks approval for the expenditure of an additional £440,000 of GLA funds to the No Wrong Door (NWD) programme, specifically to fund the continuation of the Integration Hubs into years 2023-24 and 2024-25, previously covered under MD2833. This, with the existing budget of £2.06m (approved under the cover of MD2833 and MD2916), brings the approved value of the programme to £2.5m over its lifetime (2021-22 to 2024-25).
- 5.2 MD2916 delegates authority to make future NWD programme-level decisions within the scope of the decision to the Executive Director for Communities and Skills. This includes approval to receive and spend additional funds (even in excess of £150,000) secured for the programme.

- 5.3 The revised NWD programme budget breakdown which reflects additional GLA funds, actual spend in 2021-22 and proposed budget over the programme lifetime is outlined in Table 3 below:

Table 3:

Source of income	2021-22	2022-23	2023-24	2024-25	Total
UKCRF	-	500,000	-	-	500,000
GLA	473,000	113,000	859,000	555,000	2,000,000
Total	473,000	613,000	859,000	555,000	2,500,000

- 5.4 Budget allocation for future financial years (2023-24 and 2024-25) will be subject to the annual budget setting process and is subject to change. The expenditure of £440,000 from the Skills No Wrong Door budget across the financial years 2023-24 and 2024-25 is assumed to be affordable and can only be confirmed when the budget allocation is formally approved in March 2023.
- 5.5 Any contracts that commit the GLA in future years are subject to appropriate break clauses.

6 Legal comments

- 6.1. The foregoing sections of this report indicate that the decisions requested of the Executive Director of Communities and Skills concern the exercise of the GLA's general powers, falling within the GLA's statutory powers to do such things considered to further or that are facilitative of, or conducive or incidental to, the promotion of economic development and wealth creation, social development or improvement of the environment, in Greater London.
- 6.2. In implementing the proposals in respect of which a decision is sought, officers should comply with the GLA's related statutory duties to:
- pay due regard to the principle that there should be equality of opportunity for all people
 - consider how the proposals will promote the improvement of health of persons, health inequalities between persons and to contribute towards the achievement of sustainable development in the United Kingdom
 - consult with appropriate bodies.
- 6.3. In taking the decisions requested, as noted in section 3 above, the Executive Director of Communities and Skills must have due regard to the Public Sector Equality Duty under section 149 of the Equality Act 2010, namely the need to eliminate discrimination, harassment, victimisation and any other conduct prohibited by the Equality Act 2010; to advance equality of opportunity between persons who share a relevant protected characteristic (race, disability, gender, age, sex, sexual orientation, religion or belief, pregnancy and maternity, and gender reassignment) and persons who do not share it; and to foster good relations between persons who share a relevant protected characteristic and persons who do not share it. To this end, the Executive Director of Communities and Skills should have particular regard to section 3 (above) of this report.
- 6.4. Section 1 of this report indicates that part of the sought budget will amount to the provision of funding. Officers must ensure that the funding is distributed fairly; transparently; in accordance with the GLA's equality policy and subsidy control rules; and in a manner that affords value for money in accordance with the GLA Contracts and Funding Code. Officers must ensure that an appropriate funding agreement is put in place and executed by the GLA and the recipient before any commitment to funding is made.

7 Planned delivery approach and next steps

Activity	Timeline
Signing of revised integration hub grant agreements	March 2023
Scoping begins for pilot project	March 2023
Phase 2 research & innovation commissioning begins	March 2023
Phase 1 interim evaluation produced	April 2023
Pilot project delivered	March 2024
Phase 2 interim evaluation completed	April 2024
Programme completed	March 2025
Final evaluation submitted	April 2025

Appendices and supporting papers:

Appendix A – Outputs and outcomes framework for Integration Hubs

Appendix B – Programme Logic Model for evaluation purposes

Public access to information

Information in this form (Part 1) is subject to the Freedom of Information Act 2000 (FoIA) 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 it has been approved or on the defer date.

Part 1 - Deferral

Is the publication of Part 1 of this approval to be deferred? NO

Part 2 – Sensitive information

Only the facts or advice that would be exempt from disclosure under FoIA should be included 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:

Aine Ruth and Rachel Roberts have drafted this report in accordance with GLA procedures and confirms the following:

✓

Assistant Director/Head of Service:

Michelle Cuomo Boorer has reviewed the documentation and is satisfied for it to be referred to the Sponsoring Director for approval.

✓

Financial and Legal advice:

The Finance and Legal teams have commented on this proposal, and this decision reflects their comments.

✓

Corporate Investment Board

A summary of this decision was reviewed by the Corporate Investment Board on 6 March 2023.

✓

EXECUTIVE DIRECTOR, RESOURCES:

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

Signature:



Date:

07/03/2023