

# GREATER LONDON AUTHORITY

## REQUEST FOR MAYORAL DECISION – MD3182

### Title: No Wrong Door Open Innovation Challenge

#### Executive summary:

This decision form seeks approval to launch an Open Innovation Challenge to deliver stage two of the No Wrong Door (NWD) Research and Innovation programme. This collaboration between the Skills and Employment Unit and the Economic Development Unit's Challenge LDN team aims to boost local capability and leverage innovation to address challenges that are preventing London's skills and employment system from operating in an integrated and effective way. The value of the Open Innovation Challenge programme will be £450,000 which would comprise:

- £320,000 from the Skills and Employment Unit's NWD budget
- £130,000 from the Economic Development and Programmes Unit's Technology and Innovation budget.

Stage one of the NWD Research and Innovation programme identified several issues that are preventing Londoners furthest from the labour market, particularly those in the NWD priority groups, from accessing the support they need to move into good work. This stage two challenge programme will grant-fund up to 15 innovators from across London's organisations, boroughs, service providers, communities and sectors, to test new ideas and approaches to tackle the identified issues, collaborate across sectors, and scale-up successful initiatives.

This decision seeks approval for a delegation of authority to make future NWD programme-level decisions within the scope of the decision to the Assistant Director – Skills and Employment (Policy). This includes approval to receive and spend additional funds secured for the programme.

#### Decision:

That the Mayor approves:

1. expenditure of up to £450,000 to launch a No Wrong Door Grand Challenge through Challenge LDN, the Mayor's open innovation service
2. delegation of authority to the Assistant Director – Skills and Employment (Policy) to make future programme level decisions within the scope of this Mayoral Decision.

#### Mayor of London

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

The above request has my approval.

Signature:



Date:

29/11/2023

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

### Decision required – supporting report

#### 1. Introduction and background

- 1.1. The objectives and programme delivery approach of the No Wrong Door (NWD) programme were agreed in July 2021 by Mayoral Decision [MD2833](#). The GLA has worked with the Department for Work and Pensions (DWP), London Councils and the sub regional partnerships (SRPs) to define NWD objectives:
- 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<sup>1</sup>. The programme has a particular focus on priority groups of Londoners who face systemic barriers in accessing support and opportunities<sup>2</sup>
  - 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
  - NWD also aims to build strong partnerships and pathways with other public 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.
- 1.2. Under the cover of [MD2916](#), £500,000 from the UK Community Renewal Fund was awarded to NWD in 2021, and an additional £840,000 of GLA funds was allocated to the programme. This, with the existing budget of £720,000 (approved under cover of [MD2833](#)) for 2021-22 and 2022-23, brought the approved value of the programme to £2.060m over its lifetime.
- 1.3. Under cover of [DD2624](#) the total NWD budget was increased to £2.5m spanning the financial years 2021-22 to 2024-25. This included £290,000 for a Research and Innovation programme and £150,000 for a pilot set-up fund to support concept development and prototyping of new practice models or interventions.
- 1.4. The NWD Research and Innovation programme comprises two stages. The first involved commissioning a social research organisation, the Young Foundation, to deliver a programme of research and engagement with Londoners, partners and practitioners (undertaken between March 2021 to December 2022) and culminated in the launch of a report in July 2023.<sup>3</sup> Through stage one, the Young Foundation identified several inefficiencies in the system that are preventing Londoners from accessing adequate employment support and set out seven opportunity areas (see figure 1 in Appendix A) for improvement for both the GLA and partners to take forward in stage two.

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<sup>1</sup> According to the Mayor's Good Work Standard, the four pillars of Good Work are fair pay and conditions (including being a London Living Wage employer), workplace wellbeing, skills and progression, and diversity and recruitment. Source: [The Good Work Standard](#)

<sup>2</sup> This includes: Londoners who: are aged 16 – 24; have special educational needs; are aged 50 years of age and over; are from Black, Asian and Minority Ethnic backgrounds; Londoners with disabilities and/or long-term significant health conditions (physical and/or mental health), have experience of the criminal justice system, Londoners earning below London Living Wage; are qualified at Level 2 or below; are from a migrant or refugee background; have caring responsibilities; or are women returning to work.

<sup>3</sup> The Young Foundation, [No Wrong Door: How an integrated employment and skills system can support Londoners, July 2023](#)

- 1.5. The GLA manages an open innovation programme<sup>4</sup> (see [MD2286](#), which established the initial pilot) that brings innovators together with London's public, private and third sectors to co-design solutions to the city's complex challenges. Over 20 challenges have been delivered to date – across priorities such as climate change, community resilience, affordable housing and regeneration.
- 1.6. The open-call approach has been successful in enabling the GLA to shape the direction of innovation. In this way, the GLA can better meet the needs of the city and Londoners, leverage expertise and resources from a diverse range of partners and support new forms of collaboration across sectors and systems, including between community groups, boroughs, innovators and private-sector partners.
- 1.7. There is an opportunity to combine the £150k pilot set-up fund (per 1.3) from the NWD budget with the remaining NWD Research and Innovation funds to maximise the impact and reach of the programme through running an Open Innovation Challenge in partnership with Challenge LDN. The Open Innovation Challenge model will enable the NWD programme to respond directly to the challenges set out in the Young Foundation's research report, building capacity amongst a wide range of partners to better integrate London's skills and employment system and ensure that Londoners are getting the right support they need to move into good work.
- 1.8. The Young Foundation highlighted the need to work with more frontline delivery, grassroots and community organisations to build their capacity to actively participate in NWD systems change. This would sit alongside the strategic work being undertaken by the Integration Hubs, the GLA, the DWP and London Councils.
- 1.9. The NWD partners (including the Integration Hubs, DWP, SRPs and London Councils) will participate in design workshops led by the GLA Skills and Employment Unit and Challenge LDN team (sitting in the Economic Development Unit) to ensure the Challenge focus is meeting the opportunity areas (see Figure 1 at Appendix A) and aligning, rather than duplicating, with existing NWD initiatives. Partners will also be invited to participate in the Challenge judging panel, which will act as a strategic steering group throughout the Challenge process and judging rounds. Securing buy-in and engagement from NWD partners early on will support the objective of embedding Challenge learnings in Pan-London approaches to policy, programmes and integration initiatives, maximising the impact for Londoners and the potential for sustainable solutions.

## **2. Objectives and expected outcomes**

- 2.1. The Challenge will be delivered in four stages (see figure 2 in Appendix A):
  - a discovery phase (which has already begun) to map London's landscape of innovators, priorities and growth sectors, in relation to the identified priority groups of Londoners, as defined in the Young Foundation Report
  - an open call to invite innovators to bring forward their best ideas and collaborate with the GLA, NWD partners and Londoners
  - a delivery phase for innovators to engage in the co-design, rapid prototyping, testing and iteration of their solutions

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<sup>4</sup> GLA, [Challenge LDN](#)

- a growth phase where successful innovation is supported to scale up through access to markets, wider strategic partners and investors.
- 2.2. The programme will be project-managed by the Strategy and Governance team in the Skills and Employment Unit and the Challenge LDN team in the Technology and Innovation Unit. An independent evaluation will be commissioned to assess impact during the programme and one year after the end of the Programme.
- 2.3. The grant award process will follow best practice in terms of grant-making and project governance. This will be enhanced by the creation of an expert steering group which will be responsible for providing an outside perspective to the programme and the emerging projects. Additionally, they will add value for the innovators participating in the programme by bringing in external expertise, networks, and guidance to support the long-term scale up of the innovations.
- 2.4. Final grant award letters will be approved and signed at Assistant Director level in line with the signatory permissions set out in Mayoral Decision Making at the GLA.
- 2.5. The programme will deliver the following outputs:

Measurement	Target
Number of innovators receiving grants	Between 10 - 15
Number of female, Deaf/ disabled, or Black, Asian or Minority Ethnic led innovators supported	50 per cent of innovators
Expert business support, coaching, mentoring and access to market support	At least 100 hours of support for innovators
Investors, and wider strategic and market partners, engaged in emergent solutions	At least 40
Number of prototypes co-developed and tested	Between 10 and 15 over at least three months, across multiple London locations
Number of prototypes funded to scale and embed solutions	At least three prototypes will access seed-funding to scale and embed their solutions across London's skills and employment system

- 2.6. The NWD Open Innovation Challenge will achieve the following outcomes:
- development of up to 15 pilot products or models using new partnership and funding streams, which can be released back into the wider skills and employment system to address challenges
  - scale up of two to three winning innovations to create real change to the system and achieve positive outcomes for Londoners from the NWD priority groups
  - creation of a community of practice, supporting organisations, businesses, experts, local authorities and the NWD integration hubs to coordinate their work to improve outcomes for Londoners and build lasting partnerships

- identification of learnings from the Open Innovation Challenge and the winning innovations that can be embedded into future GLA skills and employment policy and programmes, working alongside the other strands of NWD work to achieve long-lasting systemic change.

2.7. These outcomes will aim to achieve the following medium- and long-term impacts for Londoners.

- improved experiences for residents in engaging with services
- improved multi-agency working
- improved knowledge and skills amongst providers
- higher-quality referrals for residents from priority groups
- improved employment and training outcomes for Londoners from priority groups
- improved social outcomes, wages and quality of work for residents from priority groups.

2.8. Each innovation pilot will be supported to develop frameworks to measure the success, sustainability and impact of their pilots, and an independent evaluator will evaluate the Open Innovation Challenge programme as a whole in relation to the above outcomes.

2.9. In order to deliver the above benefits, the following expenditure is proposed:

Cost name	Costs and assumptions
Seed funding to projects	Up to £295,000 in grant funding distributed across up to 15 innovation teams to co-design, prototype, test, and scale up their innovations.
Specialist support, marketing, outreach	Up to £105,000 including: <ul style="list-style-type: none"> <li>• media campaigns to support promotion of the open call and broaden outreach</li> <li>• expert support for the innovators, including running design sprints, holding capacity building workshops, coaching and facilitation</li> <li>• marketplace and network events connecting innovators with investors, buyers, and adopters.</li> </ul>
Evaluation	Up to £50,000 to monitor and evaluate the programme during delivery and to measure mid-term impact one year after the end of the programme.
<b>Total:</b>	<b>£450,000</b>

### 3. Equality comments

3.1. Under section 149 of the Equality Act 2010, as a public authority, the Mayor of London must have due regard to the need to eliminate unlawful discrimination, harassment and victimisation; and to advance equality of opportunity, and foster good relations, between people who have a protected characteristic and those who do not.

- 3.2. The purpose of the challenge is to address the systemic barriers facing Londoners from NWD priority groups, who have been proven to face systemic barriers to access the support they need to move into good work. The Young Foundation's qualitative research report contains several case studies exploring how Londoners from these groups encounter barriers when seeking opportunities that lead to education and employment. Several of these groups are identified as priority groups in the Mayor's Skills Roadmap for London. An Equality and Impact Assessment (EQIA) will consider the specific challenges facing groups with protected characteristic and will be completed ahead of the challenge launch (February 2024).
- 3.3. Challenge LDN will ensure that the opportunity to participate in the programme reaches diverse innovators, including those who do not typically participate in this type of activity. The programme will use marketing and communication campaigns that reflect the diversity of London, including through outreach to peer-to-peer networks, as well as through London's Business Improvement Districts, through local authority and third sector networks. Challenge LDN will ensure that 50 per cent of participating teams and innovators are female, deaf and disabled or Black, Asian or Minority Ethnic-led.
- 3.4. Challenge LDN will work with delivery partners to reach diverse community groups and access harder-to-reach communities, including those with lived experiences of the challenges being addressed. This will enable both the innovation process to be inclusive and the end product to better meet diverse need.

#### 4. Other considerations

##### Risks arising/mitigations

<b>Risk description</b>	<b>Probability</b>	<b>Impact</b>	<b>Mitigation</b>
Insufficient engagement from diverse communities and cross-sectoral partners	Medium	Medium	This risk will be mitigated by a robust engagement plan, using the GLA's and wider partner networks across the public, the third sector and the small business community. The engagement plan will also work closely with stakeholders and existing networks across London's civil society organisations to enhance our outreach to those whose voices are not usually heard. Engagement with diverse communities to co-design solutions will be made a condition for innovators applying to the Challenge. Voluntary and community organisations will be supported to submit bids. We will work with the communities and social policy teams during programme design and delivery. We will tailor inclusive language, personas and case studies to demonstrate the value and benefits of innovations from diverse Londoners.
A lack of general awareness of the challenge programme	High	High	A robust communications and marketing plan will be put in place to ensure the challenge receives a strong response from a diverse pool of London based innovators. A budget will be set aside for a paid marketing campaign to

Risk description	Probability	Impact	Mitigation
			boost outreach using digital tools such as targeted advertising and a social media campaign. We will work with other GLA teams to access diverse networks.
An Open Innovation Challenge will not have a demonstrable impact for London's residents	Low	High	Impact will be a core focus of the Open Innovation Challenge, and innovators will be supported to develop impact and evaluation plans. All pilots will require a focus on at least one of the NWD priority groups. The potential long-term impact of systemic change through NWD is thousands more people in work, higher wages, lower number of people in poverty/struggling, and better value for money from public investment in support.
The Challenge end date will coincide with the end of GLA NWD funding (Q4 2024-25), preventing cross-learning between Integration Hubs and innovators.	Low	Low	The Challenge will run alongside the work of the NWD Integration Hubs, complementing programme delivery and encouraging knowledge sharing and innovation. Integration Hubs will be involved in the community of practice and judging panel. The final products will be released back into the wider market, supporting NWD aims and objectives beyond the funded programme period.

#### Links to Mayoral strategies and priorities

- 4.1. The Mayor's Skills for Londoners Strategy and his Skills Roadmap for London outline commitments setting the direction of travel for adult education and skills provision 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 programme.
- 4.2. Economic Development Strategy: the programme meets the Mayor's Economic Development Strategy objectives to stimulate innovation in response to London's challenges, to support the adoption of innovation across the economy and society, and to enable the benefits of innovation to be more widely shared.
- 4.3. Smarter London Roadmap: the Smarter London Roadmap has identified six priorities for the current Mayoral term. One of the six priorities is Grand Open Calls. Expertise in open calls allows City Hall to set challenges to the tech sector and anchor institutions. This allows for design-thinking, rapid prototyping and innovation in delivery beyond the current capabilities of the public sector.
- 4.4. Community Engagement: the NWD Open Innovation Challenge will directly involve communities impacted by underemployment in designing innovative solutions. Selected innovators will be required to outline their strategy for community engagement, and will be supported to engage in research, co-design and user testing with their communities.

- 4.5. The Mayor's Equality, Diversity and Inclusion Strategy: the NWD Challenge directly supports objective 8 of the strategy to help Londoners at risk of marginalisation in the labour market to gain the skills and support they need to secure good quality jobs. The Challenge focusses on addressing the barriers preventing Londoners most at risk of marginalisation from getting the support they need to enter and access London's labour market opportunities. The best solutions identified will be scaled and embedded in GLA policy and programmes.
- 4.6. There are no conflicts of interest to note for any of those involved in the drafting or clearance of the decision.

## 5. Financial comments

- 5.1. Approval is sought for the expenditure of up to £450,000 to launch an Open Innovation Challenge to deliver stage two of the NWD Research and Innovation programme. This is a collaboration between the Skills and Employment Unit and the Economic Development and Programme's Unit.
- 5.2. £320,000 of the £450,000 would be funded from the NWD programme budget within the Skills and Employment Unit in the Communities and Skills Directorate. The expenditure is profiled as £30,000 in 2023-24 and £290,000 in 2024-25 financial years.
- 5.3. £130,000 would be funded from the Economic Development and Programmes Unit's technology and innovation budget within the Good Growth Directorate. This is expected to all be spent in 2024-25.
- 5.4. The table below summarises the estimated project budget across the financial years and across the units:

Item	Unit	FY 2023-24	FY 2024-25	Total
Commission delivery partner	Skills and Employment Unit	£30,000	£70,000	£100,000
Seed funding to Challenge finalists (phase 1)	Skills and Employment Unit		£145,000	£145,000
	Technology and Innovation team		£130,000	£130,000
Seed funding to Challenge finalists (phase 2)	Skills and Employment Unit		£20,000	£20,000
Evaluation	Skills and Employment Unit		£50,000	£50,000
Management and administration costs	Skills and Employment Unit		£5,000	£5,000
<b>Total</b>		<b>£30,000</b>	<b>£420,000</b>	<b>£450,000</b>

- 5.5. Management and administration costs will be covered by existing staff resource within the Strategy and Governance team (Skills and Employment Unit) and the Technology and Innovation team (Economic Development and Programmes Unit). An additional £5,000 will be reserved for management and administrative costs that are not included in the delivery partner budget relating to costs such as accessibility, events and communications.

- 5.6. There is sufficient budget in 2023-24 within the NWD programme budget to fund the expenditure of £30,000.
- 5.7. Funding for future financial years will be subject to the annual budget setting process and is subject to change. The expenditure of £420,000 in 2024-25 financial year is within agreed budgets and will be confirmed as part of the annual budget setting process and may be reviewed following the outcome of the 2024 Mayoral Election.
- 5.8. Any contracts that commit the GLA in future financial 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 Mayor 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, conducive or incidental to the promotion of economic development and wealth creation in Greater London
  - in formulating the proposals in respect of which a decision is sought, officers have complied with the Authority'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.
- 6.2. In taking the decisions requested, the Mayor must have due regard to the Public Sector Equality Duty – namely the need to eliminate discrimination, harassment, victimisation and any other conduct prohibited by the Equality Act 2010; and to advance equality of opportunity, and foster good relations, between persons who share a relevant protected characteristic (race, disability, age, sexual orientation, gender reassignment, religion or belief) and persons who do not (section 149 of the Equality Act 2010). To this end, the Mayor should have particular regard to section three (above) of this report.
- 6.3. The proposed delegation of the Mayor's powers is permitted under section 38 (1-2) of the Greater London Authority Act 1999. These provisions provide that the Mayor may delegate the exercise of his powers to any member of GLA staff.
- 6.4. If the Mayor is minded to make the decisions sought, officers must ensure that, to the extent that expenditure concerns
- the award of grant funding, that it is distributed fairly, transparently, in manner which affords value for money, and in accordance with the requirements of the GLA's Contracts and Funding Code; and that grant funding agreements are put in place between and executed by the GLA and recipients before any commitment to fund is made

- payment for services: that those services are procured in liaison with TfL Procurement and in accordance with the GLA's Contracts and Funding Code; and that contracts are put in place between and executed by the GLA and contractors before commencement of such services
- payment for staffing resourcing at the GLA, if such staffing is to be covered by establishing any new roles, that they comply fully with the GLA's "establishment control" procedures.

## 7. Planned delivery approach and next steps

7.1. The project will be delivered according to the timetable outlined below:

Activity	Timeline
Procurement phase (kick-off meeting with TFL in October)	October 2023 – January 2024
Programme delivery partner commissioned	January 2024
Stakeholder engagement and market warming activities	January – February 2024
Launch open call to London's local authorities, the GLA family, No Wrong Door networks and the third sector across at least three strategic priorities	February 2024
Assessment and selection of innovators	March 2024
Grant funding awarded phase 1 first payment	April 2024
Pilot development programme	April – July 2024
Grant funding awarded phase 1 second payment	July 2024
Scale up support and events	July – August 2024
Seed-funding awarded to successful innovators to scale pilots	September – November 2024
End of challenge and celebratory showcase event	January – March 2025
Final evaluation report	February 2026

### Appendices and supporting papers:

Appendix A – NWD opportunity areas and programme delivery phases.

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

✓

### Sponsoring Director:

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

✓

### Mayoral Adviser:

Jules Pipe has been consulted about the proposal and agrees the recommendations.

✓

### Advice:

The Finance and Legal teams have commented on this proposal.

✓

### Corporate Investment Board

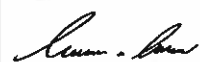
This decision was agreed by the Corporate Investment Board on 27 November 2023.

✓

## INTERIM CHIEF FINANCE OFFICER:

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

Signature:



Date:

29/11/2023

## CHIEF OF STAFF:

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

**Signature:**

*D. Bellamy*

**Date:**

29/11/2023