

GREATER LONDON AUTHORITY

REQUEST FOR MAYORAL DECISION – MD3543

London Office of Technology and Innovation – grant funding and delivery of Test, Learn and Grow Regional Capability Fund

Executive summary:

This decision seeks approval to accept £500,000 of Test, Learn and Grow (TLG) Regional Capability Fund grant funding, provided by the Cabinet Office, across 2026-27 and 2027-28. The fund has been established to strengthen regional capability for public-sector innovation and support the spread of test-and-learn approaches across public services.

The decision proposes to provide grant funding to London Councils, as host organisation for the London Office of Technology and Innovation, to deliver London's Regional Capability Fund programme.

The programme will develop and test a London-wide model for innovation, collaborative learning and public service reform. The programme will create a model that can be adapted and applied by boroughs, regional partners and wider public services. Learning from the programme will also contribute to national discussions on place-based innovations and regional capability.

Decision:

That the Mayor approves:

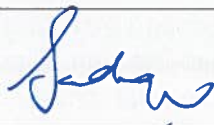
- receipt of £500,000 grant funding from Cabinet Office through the Test, Learn and Grow (TLG) Regional Capability Fund (RCF)
- expenditure of £500,000 in the form of grant funding to London Councils, as host organisation for the London Office of Technology and Innovation, to deliver years one and two of London's TLG RCF programme, broken down as follows:
 - £250,000 in 2026-27
 - £250,000 in 2027-28.

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:

23/7/26

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

Decision required – supporting report

1. Introduction and background

- 1.1. The Test, Learn and Grow (TLG) programme is a national public-service reform programme led by the Cabinet Office. It aims to improve public services by helping UK areas to develop, test and scale innovative approaches to complex public policy challenges.
- 1.2. London is one of the original TLG programme locations. The London accelerator programme aims to identify how public services can work together in a different way, to address complex and cross-cutting challenges. It is generating learning around:
 - innovation methods
 - implementation
 - organisational change
 - partnership working
 - people-centred approaches
 - the conditions required to successfully adopt and embed new ways of working across organisations and systems.
- 1.3. The London accelerator programme is currently focused on violence against women and girls (VAWG). The programme is led by Islington Council, working with the London Boroughs of Hackney; Haringey; Kensington and Chelsea; Kingston; and Westminster. These boroughs are testing and developing approaches to improve prevention, partnership working, and support for victims and survivors of VAWG.
- 1.4. In June 2026, the Cabinet Office announced a £10 million Regional Capability Fund (RCF) to:
 - strengthen regional capability for public-sector innovation
 - support the spread of learning beyond individual local authorities.

The fund aims to build the systems, leadership, skills, relationships, networks and learning infrastructure required to embed innovation, and continuous improvement, across public services.
- 1.5. As a TLG programme location, London has been allocated £500,000 over two years (£250,000 per annum for 2026-27 and 2027-28) through a grant from the Cabinet Office to the GLA.
- 1.6. The RCF is separate from, and will not fund, delivery of London's existing TLG accelerator programme. Instead, it is an opportunity to capture, transfer and embed learning from the accelerator programme across the wider London system. It will also support the development of a sustainable regional model for public-sector innovation and reform.
- 1.7. The Cabinet Office has recognised LOTI's role in supporting the spread of test-and-learn approaches and innovation practice across London and has indicated that it expects close working between the GLA, London Councils, the London Office of Technology and Innovation (LOTI) and wider public sector partners in delivering the programme.
- 1.8. LOTI was established in 2019. It helps London boroughs to use innovation, digital and data approaches to improve services and outcomes for residents. Through its networks, communities of

practice and collaborative programmes, LOTI has developed significant experience in supporting innovation, capability-building and knowledge-sharing across London local government.

- 1.9. It is proposed that the GLA grant funds London Councils, as host organisation for LOTI, to deliver London's RCF programme. The programme will initially use learning from the work on VAWG, through which innovation capability, collaborative learning and implementation approaches can be tested and refined. The longer-term objective is to develop and test a London "Grow" model that identifies and embeds innovative practice across organisations, places and policy areas; and support the development of leadership capability, learning networks, practical tools and innovation infrastructure that can be applied to future public service reform challenges and devolution ambitions.

2. Objectives and expected outcomes

- 2.1. The programme aims to:

- strengthen London's capability for public-sector innovation and place-based reform
- build leadership, practitioner and organisational capability in test-and-learn approaches
- support the transfer and adaptation of effective practice across organisations, and local boundaries
- establish sustainable collaboration, learning and innovation networks across boroughs, regional partners and other public sector organisations
- produce practical tools and resources for future innovation and contribute to London's learning to national policy and practise.

- 2.2. Expected outputs include:

- regional learning cohorts and peer networks
- capability-building and leadership development activity
- practical tools, playbooks and implementation resources
- publication of open learning and emerging practice
- a tested London "Grow" model that can be applied to future public service reform challenges, and support wider devolution ambitions.

- 2.3. The programme's legacy will be a stronger regional innovation infrastructure, which includes leadership capability, cross-organisational relationships, learning networks, and practical tools. By embedding these within existing public sector organisations, the programme aims to create lasting capability that can support future public service reform challenges beyond the life of the fund.

3. Equality comments

- 3.1. Under section 149 of the Equality Act 2010, the Mayor must have due regard to the need to eliminate discrimination, advance equality of opportunity and foster good relations between people who share protected characteristics and those who do not.
- 3.2. The programme is expected to have positive equality impacts. The initial challenge area focuses on VAWG, which disproportionately affects women and girls and contributes to wider inequalities across London. The programme seeks to strengthen public-sector capability to improve collaboration, learning and service design; this work may contribute to improved outcomes for affected groups.

- 3.3. The fund's principal purpose is capability-building, rather than direct service delivery. Any future projects, pilots or initiatives supported through the programme must consider equalities impacts; and undertake additional assessment, where appropriate.

4. Other considerations

Key risks

- 4.1. Key risks are as follows:

Risk	Mitigation	Residual RAG Rating
Capability is lost once funding has concluded.	The programme is designed to leave a legacy of strengthened leadership capability, cross-sector relationships, learning systems and practical tools as innovation infrastructure. Delivery will focus on creating transferrable model for collaborative innovation and public service reform that can be applied to future challenges and devolution priorities beyond the life of the RCF.	Amber
Learning generated through the programme is not adopted beyond participating boroughs.	The programme will build on the relationships and networks already established through TLG London, including the six participating boroughs. Boroughs will be involved in shaping the programme from the outset, helping to ensure that outputs, tools and learning reflect local needs and can be applied in practice. London Councils and LOTI will use their existing networks to support wider dissemination, peer learning and adoption across London.	Amber-Green
Borough participation varies across London.	London Councils and LOTI will use their established borough networks and communities of practice to promote engagement and participation. Learning, events and resources will be made available to all London boroughs, and existing relationships developed through the TLG London programme will be used to encourage wider involvement.	Amber-Green
Governance arrangements become unclear as the programme develops.	Governance arrangements, roles, responsibilities, reporting requirements and delivery expectations will be agreed at the outset between the GLA, London Councils, LOTI and delivery partners. These arrangements will be reflected in the grant funding agreement and supported through regular programme oversight and assurance activity.	Green
Existing innovation activity is duplicated.	The programme will be developed in collaboration with London Councils, LOTI and borough partners to ensure alignment with existing TLG activity, LOTI programmes and	Green

	wider public-service reform initiatives. Regular review of programme activity will help identify opportunities to complement and add value to existing work, rather than replicate it.	
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Governance and delivery

- 4.2. The GLA will act as the accountable body for the Cabinet Office funding and will enter into the funding arrangements with Cabinet Office. The GLA will award grant funding to London Councils, as host organisation for LOTI to deliver the RCF programme. The GLA will provide strategic sponsorship and take responsibility for fund stewardship and programme assurance. The GLA will work with London Councils, LOTI and other partners to agree collaborative governance and operating arrangements, appropriate to each TLG Grow or wider public service reform challenge.
- 4.3. LOTI will act as the regional innovation and learning partner. It will provide methods, specialist support, coordination and open learning infrastructure; and lead delivery activity including capability-building, dissemination and peer learning.
- 4.4. London Councils will provide strategic borough engagement; and support alignment with wider public-service reform and devolution priorities.
- 4.5. LOTI will act as the regional innovation and learning partner. It will provide methods, specialist support, coordination and open learning infrastructure; and lead delivery activity including capability-building, dissemination and peer learning.
- 4.6. The programme will build on learning generated through London's existing TLG accelerator programme. The six participating boroughs will create an initial learning environment; through this, emerging learning, implementation insights and innovation approaches can be tested, refined and shared. The RCF will support the transfer and adaptation of this learning across London, rather than funding delivery of the accelerator itself.

Links to Mayoral Strategies and Priorities

- 4.7. The proposal supports:
 - the Mayoral programme 'reducing violence and exploitation' through tackling violence against women and girls, contributing to the Government's national mission to halve VAWG in the next decade ([Mayor's Police and Crime Plan 2025-2029](#))
 - building stronger partnerships to deliver change together ([London Missions Principle](#))
 - continuous learning with people empowered to test new ideas and learn from what's gone before ([London Missions Principle](#))
 - big picture thinking that takes a whole-system view of our city ([London Missions Principle](#)).

Consultation

- 4.7. Development of the proposal has involved collaboration between the GLA, London Councils, LOTI, London boroughs and the Cabinet Office through the TLG programme.

Data protection

- 4.8. The decision itself does not give rise to any direct data protection implications. Should any future activities involve processing personal data, appropriate governance arrangements and Data Protection Impact Assessments will be undertaken, where required.

Conflicts of interest

- 4.9. There are no conflicts of interest to declare from officers involved in drafting or clearance of this decision form.

5. Financial comments

- 5.1. Approval is sought to:

- receive £500,000 of TLG RCF grant funding from the Cabinet Office between 2026-27 and 2027-28
- forward-grant the above to London Councils, as host organisation for LOTI, to deliver years one and two of London's TLG RCF programme; this is broken down as follows:
 - £250,000 in 2026-27
 - £250,000 in 2027-28.

- 5.2. This will be managed through the Communities and Skills Directorate budget.

6. Legal comments

- 6.1. The foregoing sections of this report indicate that:

- the proposals in respect of which the Mayor's approval is sought fall within the exercise of the GLA's general powers, as they may be considered facilitative of, and conducive 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 GLA's 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 health of persons, health inequalities between persons and to contribute towards achievement of sustainable development in the UK
 - consult with appropriate benefits

- 6.2. In taking decisions requested, the Mayor must have due respect 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, sex, age, sexual orientation, religion or belief, pregnancy and maternity, and gender reassignment) and persons who do not share it (section 149 of the Equality Act 2010). To end this, the Mayor should have particular regard to Section 3 (above) of this report.

- 6.3. Sections 1 and 2 above indicate that the proposed contribution of funding amounts to the provision of grant funding, and not payment for works, supplies or services. If the Mayor provides the approvals sought, officers must ensure that:
- they are content that the GLA can comply with any conditions of the Cabinet Office funding, and do not place any reliance upon that funding until a legally binding commitment to that funding is secured
 - The funding is distributed fairly, transparently, in accordance with the GLA's equalities objectives, and in manner that affords value for money, in accordance with the Contracts and Funding Code

- an appropriate funding agreement is put in place between, and executed by, the GLA and London Councils before any commitment to fund is made.

7. Planned delivery approach and next steps

7.1. The planned delivery approach is shown in the table below:

Activity	Timeline
Cabinet Office grant agreement completed	September 2026
Funding agreement between the GLA and London Councils/LOTI completed	Autumn 2026
Programme mobilised, and governance arrangements established	Autumn 2026
Innovation sandbox and capability-building activity begins	Autumn 2026
Year one delivery	2026-27
Year two delivery	2027-28
Final learning and evaluation activity	Q4 2027-28
Programme closure	March 2028

Appendices and supporting papers:

None.

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 be published either within one working day after it has been approved or on the defer date.

Strategic Programmes

Does this decision seek approval for activity falling within the remit of a programme delivery plan? NO

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:

Ravi Sharma 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:

Theo Blackwell has been consulted about the proposal and agrees the recommendations.

✓

Advice:

The Finance and Legal teams have commented on this proposal.

✓

Mayoral Delivery Board

This decision was agreed by the Mayoral Delivery Board on 7 September 2026.

CHIEF FINANCE OFFICER:

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

Fay Hammond

Signature

Date 18 September 2026

CHIEF OF STAFF:

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

D. Bellamy

Signature

Date 18 September 2026