Overview and sequencing of proposals

Year 1		Year 2	
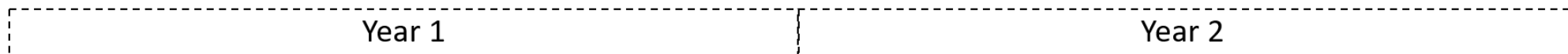
Stage 1 (Sept 2021 – Mar 2022)	Stage 2 (Mar – Sept 2022)	Stage 3 (Sept 2020 – Aug 2023)	Stage 4 (Feb – Mar 2023)
Stage one of research and innovation programme **Fund integration hubs based in SRPs** to support joining up and integration for year 1 **Evaluation and learning year 1** **Non-funded activity:** Establish pan-London strategic partnership Engage in designing London's Recovery programme	**Stage two of research and innovation programme. Design and development of minimum viable product.** **Develop and disseminate best practice resources and tools, via research and innovation programme and integration hubs** **Clear set of policy and practice evidence / insights and recommendations** to help inform programme design and specification for 22/23 activities.	**Continued support for integration hubs** (subject to match funding from partners) **Pilot set-up fund** – support concept development and pilot design for new practice models. **Evaluation and learning year 2**	**Evaluation / learning report published** **Sustainability plan** to ensure ongoing support for NWD agenda

Project logic chain

Project rationale: Fragmentation and a lack of coordination in the skills and employment system means many Londoners, especially those most at risk of long-term unemployment and poverty, risk losing out on support as the economy recovers from Covid-19. Often people aren't aware of what services they're entitled to or can access, or don't receive the right type of support at the right time. A No Wrong Door (NWD) approach has the potential to create a more visible skills and employment offer in London; improve coordination between services; and equip practitioners with the tools they need to effectively support people so that they're able to make the best decisions about training, work and education as the capital recovers from Covid-19.

The overarching strategic aim of the project, consistent with the Good Work mission, is to support key group of Londoners – those disproportionately impacted by the pandemic and/or facing structural inequalities and vulnerabilities – into good work. Proposed spending objectives and activities needed to achieve this are outlined below.

Spending objectives | Proposed activities | Key deliverables

Spending objectives	Proposed activities	Key deliverables
1. To increase understanding and awareness of key groups of Londoners' experiences engaging with the skills and employment system, and to identify practical ways to improve the quality of user journeys and embed user voice into service planning	**Research and Innovation Programme** (£200k 2021-22) The proposed programme would include, in stage one, a multi-strand research project to map the skills and employment system and identify key gaps and needs. Stage two would build on the insights and evidence from this to develop a practical platform or tool(s) to respond to identified needs	Research and engagement activities; reports and presentations of key insights and recommendations; good practice tools/network; scoping study, prototyping and minimum viable product of new tool/platform
2. To create a significantly stronger awareness and visibility of the skills and employment support offer and landscape in London among key groups of Londoners and system stakeholders (commissioners, providers, employers)	**Integration Hubs** (£280k 2021-22, £140k 2022-23) Grant funding to establish sub-regional 'integration hubs' to boost coordination / partnership working	Improved referral practices; improved partnership working; tools, training and good practice sharing; sustainability plans
3. To support sustainable infrastructure and activity that increases the quality of partnership working, professional practice, and coordination of provision leading to higher-quality referrals, better access and user experience of services, stronger engagement with employers and providers, and improved service and professional standards	**Pilot Set-Up Fund** (£60k 2022-23) Support concept development and prototyping of new practice models or interventions	Commissioning of specialist support/guidance; pilot prototypes and plans
	Evaluation and learning (£20k 2021-22, £20k 2022-23)	Development of measurable evaluation indicators; interview and research activities; final report bringing together learning
	Establish pan-London strategic partnership and quality standards (non-funded)	MOU or strategic plan and quality standards that partners sign up to (political and officer commitment)
4. To develop projects that align with key strategies, including the overarching outcomes and principles agreed by the London Recovery Programme	**Engage in GLA/Design Council's Designing London's Recovery 'Open Innovation' programme** (non-funded)	New structures, processes and practices supported by innovation specialists

Why the project is needed

1. Build stronger research and evidence base and elevate user voice / perspective
2. Develop practical resources or support to embed NWD in practice
3. Boost capacity and infrastructure for coordination, especially in relation to cross-borough / sub-regional, pan-London and cross-sector partnerships
4. Strengthen pan-London strategic capacity and leadership for promoting join-up and integration

Proposed outcome / KPI areas

- **End outcomes for priority residents**, such as increased sustainable employment (good work) and reduction in long term unemployment
- **Improvement in residents' quality of experience with services**, e.g. better customer service, stronger relationship between adviser and service user
- **Improvements in service quality**, such as shared quality standards, better understanding of user need, and new and better ways of organising services
- **Better coordination of services**, including wider points of referral; common triage processes; high-quality referral practices; less duplication and more standardisation of key processes
- **Wider financial and public sector benefits**, including reduced cost of delivering services and reduced demand on other services