**No Wrong Door Innovation Challenge Specification  
SERVICES TO BE PROVIDED AND OTHER RELEVANT INFORMATION**

# No Wrong Door Challenge:

The Greater London Authority (GLA) is seeking the services of a Delivery Partner to oversee the management of the Challenge LDN & No Wrong Door open innovation challenge which invites innovators (social enterprises, businesses, and community groups) to develop innovative approaches to support a 'whole-systems approach', drawing inspiration from the Young Foundation's report, No Wrong Door - How an integrated employment and skills system can support Londoners. Selected solutions will be awarded grants to scale up and implement their pilot projects over a one-year period.

The role of the Delivery Partner includes facilitating the setup of the Challenge, managing the application process, assisting SMEs and innovators throughout their participation, organising and executing a high-profile awards ceremony, and maintaining effective communication throughout the project.

The innovators selected through the Challenge will collaborate with boroughs, communities and the wider innovation ecosystem to test their ideas, supporting the integration of London’s skills and employment systems and building new partnerships, in line with No Wrong Door programme objectives and research recommendations.

Seed funding, in the form of grants of up to £50,000 per innovator will be available to support designing and testing of innovations that:

* Address systemic issues in the skills and employment system
* Utilise new partnerships and funding streams
* Work towards larger scale-systems change
* Link with the No Wrong Door Integration hubs and build upon existing communities of practice

Background

The No Wrong Door (NWD) initiative aims to address key structural barriers to Londoners gaining employment, facilitating the greater integration of skills and employment provision across London. The initiative is being delivered in partnership with London’s 4 Sub-regional partnerships (SRPs), London Councils and DWP/Jobcentre Plus. For Londoners, NWD means 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.

As part of the NWD programme, the GLA commissioned [research](https://youngfoundation.b-cdn.net/wp-content/uploads/2023/07/YF-NWD-SUMMARY-REPORT.pdf?x55643) by the Young Foundation, which sets out seven opportunity areas for meaningful interventions that would support Londoners experiencing disadvantage or barriers to navigate the skills & employment support system more effectively and achieve greater outcomes:

1. Making targets and funding processes more ‘human-centered’
2. Building skills and knowledge amongst service providers
3. Offering more effective support to customers
4. Tailoring support to specific groups
5. Strengthening community connections
6. Working more closely with employers
7. Data pooling and information sharing

The Young Foundation recommended that the GLA adopt a whole-systems approach through an Open Challenge, addressing seven key opportunity areas by fostering collaborative efforts among policymakers, funders, providers, and communities, merging 'top-down' and 'bottom-up' strategies, and emphasising the necessity of multiple, interconnected interventions for effective solutions.

To access The Young Foundation’s report visit: [No Wrong Door - How an integrated employment and skills system can support Londoners](https://youngfoundation.b-cdn.net/wp-content/uploads/2023/07/YF-NWD-SUMMARY-REPORT.pdf?x55643)

# Background on Challenge LDN:

Challenge LDN work with communities to identify the biggest challenges they are facing and invite innovators across all sectors to come together to co-design solutions. Each challenge integrates design and systems thinking to respond to complex problems, placing Londoners at the heart of the solution.

Through our open innovation challenges, we have provided:

1. £2,510,000 total invested
2. 24 open innovation challenges delivered
3. 76 projects/pilots supported (includes all finalists and winners)
4. 38 Challenge Winners (projects receiving the larger seed funding award at the end of the challenge)
5. 600 hours of support

For more information on Challenge LDN and past challenges – visit: [Challenge LDN | London City Hall](https://www.london.gov.uk/programmes-strategies/business-and-economy/supporting-londons-sectors/challenge-ldn)

# **What do we mean by open innovation?**

Open innovation is about collaborating outside of your own team, specialism, organisation, or sector to drive improvement. Open innovation challenges (also referred to as ‘open calls,’ ‘open innovation competitions,’ or ‘challenge prizes’) set a problem and invite others outside the organisation to help solve it at pace, using prototypes and an iterative approach.

Through our open innovation process, we aim to achieve the following:

* To shape the direction of innovation to lead to fairer, more inclusive and sustainable growth by supporting the co-design and piloting of new, innovative products and services that address London’s challenges
* To test new ways of collaborating between boroughs, communities and the wider innovation ecosystem to disrupt/augment business models, supporting wider innovation diffusion for the good of all Londoners and the city they live in.
* Link together London’s innovation ecosystem to provide access to knowledge, skills and opportunities to grow and identify opportunities for larger scale change
* To promote jobs and growth and stimulate the creation of new markets through scaling successful innovation
* To encourage innovators to adopt a human-centered approach and co-design products with their end-users and stakeholders
* Connect buyers and vendors to ensure that new innovations meet customer need and to bridge the ‘risk gap’ between large organisations with business or service area problems and innovators who have the solutions

# Overview:

The programme will involve the following packages of work:

**Challenge Design (January - February 2024)** The initial stage involves commissioning a delivery partner (You) to manage the innovation challenge, encompassing planning, outreach, communications, marketing, judging, support, capacity building, product development, and scaling support. The delivery partner will work with GLA officers and No Wrong Door stakeholders to design the open call and Challenge programme.

**Open call to innovators (February – March 2024)** – Identify up to 15 innovators to bring to Delivery phase 1. The Delivery Partner will work with GLA officers to support the application and selection process. The Delivery Partner will be responsible for this aspect of delivery, leveraging their networks and marketing to ensure that the open call is advertised to a wide-ranging, diverse group of London-based innovators across a variety of sectors.

**Delivery phase 1 (April – July 2024) –** Up to 15 innovators are selected to receive £10,000 each to further develop their ideas over a period of 4 months. During this time, the Delivery Partner will provide teams with support to develop their product, non-financial support such as user design training and access to their knowledge, expertise and networks.

**Delivery phase 2 (August – November 2024 onwards) –** Innovators are supported to develop applications, impact statements, pitches. Winners will be selected from the group of innovators to receive up to £50,000 in seed funding to scale up their solutions.

The project is being tendered as up to one year contract with the option to extend for up to a further one year, subject to contract.  
  
The budget for this procurement will be £100,000.  
  
There will be support from GLA officers during delivery – including one dedicated full time senior policy officer.

# What we are looking for:

The six things we are looking for in a Delivery Partner are:

1. **Substantial expertise in London's employment and skills system and** can use this expertise to develop new and innovative solutions to the challenges we face. You should also be able to tailor support to specific groups, help service providers improve their skills, and ensure that data is shared seamlessly so that services can be integrated. We are looking for a collaborative partner who will work closely with employers and community stakeholders to enrich London's employment landscape and ensure that Londoners from priority groups have access to the tailored, effective support they need to find Good Work. You should also be committed to a human-centered approach in funding and target setting.
2. **Knowledge of the needs, challenges and experiences of London’s SMEs and communities** – you should have experience of working with a broad range of private, public and third sector organisations and have an understanding of their varying needs, perspectives, constraints and interests. You should also be well versed in the growth path of tech SMEs, the common gaps in their knowledge and experience, and seek to provide tailored, genuine value-add business support to them.
3. **The ability to convene the market by bringing on board diverse types of organisations across the public, private and third sectors who will benefit from the innovations** – you should be able to provide confidence and comfort to organisations regarding their openness to work with SMEs with innovative solutions. This will require challenging thinking in an inclusive way in organisations as diverse as charities, social enterprises, small businesses and boroughs.
4. **Expertise in co-design, consortia building and facilitation** – you should be able to provide expert, in-depth facilitation, and co-design support by bringing together tech SMEs and the resilience partners/end market, to enable the formation of teams, the cross-pollination of ideas and genuine cross-sectoral collaboration.
5. **Expertise of the commercialisation process across different types of markets** – you should have experience of product development and the sales-through-to-integration/deployment process, of tech SMEs selling into public, private and third sector organisations.
6. **Excellent communication skills and track record of strong outreach across London’s diverse communities** – the success of the project is based largely on communication skills: ensuring a quality cohort of applicants to the programme; ensuring the benefits are communicated to the end market; ensuring the benefits to Londoners are well understood; ensuring that the success of the programme is communicated.

# Deliverables:

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| **Challenge design** | Conducting a challenge design process – including facilitation of workshops – with variety of public, private, and third-sector entities to define problem statements that can be published as open innovation challenges to tech SMEs. |
| **Supporting the management of the application process** | A widely announced public call for applications, followed by an application, long-listing and short-listing with support from GLA officers. |
| **Running/sourcing the business support programme** | Providing SME business support, for instance covering: user design, product development, impact management, financial and business planning, etc. through leveraging the knowledge, networks and expertise of the Delivery Partner.  Teams will be supported to develop and demo their products. |
| **Organising and delivering a high-profile awards ceremony** | Arranging, promoting and ensuring the quality delivery of a high-profile demo day/awards ceremony where the winners who will receive up to £50k to deliver their projects will be announced. |
| **Ensuring good communication output, impact** | Ensuring that – in conjunction with GLA officers – the programme receives positive coverage on social media, press, and other networks through a strong and effective communication strategy.  This should include social media output, press, and promotion through business and policy networks.  Ensuring that any external comms meet the GLA’s accessibility guidelines.  Scheduling regular catch-ups and providing consistent updates to maintain clear and effective communication throughout the project. |