

Capital Ambition Board

Changes to Capital Ambition Board's Terms of Reference

Item no: 5

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Summary	This covering report reports the changes which have been made under the London Councils' Urgency procedure to amend the Capital Ambition Board's terms of reference (ToR). Changes were made to the Capital Ambition Board's ToR in order to properly reflect the on-going role and functions of the Board in managing Capital Ambition commissioned activities, including the London Ventures contract.
Recommendation	It is recommended that Capital Ambition Board notes the sub-committee's amended terms of reference.

CHANGES TO CAPITAL AMBITION BOARD'S TERMS OF REFERENCE

Background

1. Capital Ambition Board (CAB) is a sub-committee of Leaders' Committee. Since the sub-committee was first established in 2010, CAB's terms of reference, within which the sub-committee must operate, have evolved and been amended to ensure that those terms of reference remain relevant and appropriate to the activities and functions of the sub-committee, and that they accurately set out the Board's role and remit. These terms of reference were most recently approved by Leaders' Committee at their Annual General Meeting on the 7 June 2016, as required under London Councils' Standing Orders.
2. With the steps being taken to finalise the new London Ventures contract in August 2016 it became become apparent that the terms of reference of the sub-committee required amendment to allow CAB to continue to fully oversee and manage the activities and programmes that it has funded to-date, and provide the delegated authority for the on-going management of the London Ventures contract going forward.
3. The latest version of Capital Ambition's terms of reference were approved in September 2016 by the Chief Executive of London Councils following consultation with elected officers from Leaders' Committee using the urgency procedure as set out in London Councils' Standing Orders (SO19.1-19.5 and 19.9).
4. The revised terms of reference can be found in appendix 1.

Financial Implications for London Councils

5. The Director of Corporate Resources comments that there are no direct financial implications as a result of this report.

Legal Implications for London Councils

6. The changes to Capital Ambition Board's terms of reference are required to properly reflect the powers and functions of the Leaders' Committee which the sub-committee will be exercising in its ongoing management of CAB funded projects and activities, in accordance with the original funding criteria agreed by Leaders' Committee on 14 December 2010, including managing the new London Ventures contract.

Equalities implications for London Councils

7. There are no direct equalities implications for London Councils as a result of this report.

Recommendation

It is recommended that CAB note the amended terms of reference of the sub-committee.

Appendix 1: Capital Ambition Board Terms of Reference

Capital Ambition Board

Terms of Reference and Membership

Capital Ambition was London's Regional Improvement and Efficiency Partnership and a part of London Councils. It was formed in April 2008 by bringing together the London Centre of Excellence, London Connects, the Improvement and Employment Division of London Councils and London's Improvement Partnership.

With the end of central government funding, the Leaders' Committee meeting of 14 December 2010 agreed to continue with the programme overseen by a Member-led board. The board is a sub-committee of the Leaders' Committee and will oversee the legacy investments of the previous portfolio and invest in new projects that address the strategic priorities. At their meeting on the 14 December 2010 Leaders' Committee set funding criteria for the projects which will be funded through the Capital Ambition Board and these are in the appendix.

Priorities for investment are:

- Encouraging the use of innovation to support public sector service delivery and improvement.
- Enhancing collaborative procurement.
- Developing shared services.
- Supporting service redesign or significantly improving productivity.
- Addressing workforce planning & productivity.
- Supporting major policy programmes.

The Capital Ambition Board operates within London Councils' governance framework, including its Standing Orders and Financial Regulations, and only matters specific to the remit and functions of the Board, operating within that governance framework, are set out below.

Purpose

The Capital Ambition Board will, operating within the policy and governance framework of the Leaders' Committee, be responsible for:

1. Strategic direction and support for improvement, efficiency, transformation and innovation in London local government including by –
 - a. Encouraging participation in, and garnering support for, shared and collaborative solutions in commissioning and service delivery within local government; and
 - b. Engaging with key stakeholders to promote this ethos, products and outcomes; and
 - c. Continuing to fund projects that meet the funding criteria agreed by Leaders' Committee on 14th December 2010.

2. Strategic oversight and operational responsibility for the London Ventures programme including by –
 - a. Managing and monitoring the London Ventures support services and consultancy contract; and
 - b. In accordance with funding criteria agreed by Leaders' Committee on 14 December 2010:
 - i. reviewing business cases and selecting projects under that programme; and
 - ii. commissioning and/or funding activity in line with those funding priorities;
 - c. Undertaking any other functions to support the successful delivery of the London Ventures programme.
3. Oversight and monitoring of the portfolio of projects funded by the Board, or its predecessor organisations, and of the efficiency savings that these projects will deliver.
4. Reporting regularly to the London Councils Leaders' Committee on the work of the Board including the status of the investment fund, the London Ventures programme, project performance, and efficiency savings achieved.

Membership

The board will be Member-led and only by majority of members elected to the board will authority be granted to fund projects that meet the criteria stated above. The board will consist of five Members expressing the political balance across London Councils. The Chair and Board members will be appointed by London Councils Leaders' Committee.

Each of the political parties will nominate a substitute representative to act in the event of the unavoidable absence of the usual representative.

The board will be supported by a number of non-voting advisers:

- Three representatives of Chief Executives' London Committee
- One representative from the Society of London Treasurers
- One representative from the Local Government Association
- One officer from the Greater London Authority Group
- The Chair of the London Procurement Strategy Board

The quorum shall be three members or their substitutes.

Appendix: Funding criteria agreed by Leaders' Committee on 14 December 2010

The bids for funding should demonstrate that they could deliver significant cashable efficiency or productivity gains and are of a collaborative nature i.e. there is a general expectation that they involve at least two boroughs with proposals that involve a larger number of boroughs strongly encouraged. There may need to be some exceptions; for example where a clear wider benefit is expected from work that a single borough proposes to undertake and where a number of other boroughs have indicated they would wish to use the results.

1. The programme will focus on the following priorities:
2. Enhancing collaborative procurement through more concerted management of the process of buying particular types of goods and services – the procurement strategy set out in more detail elsewhere on the agenda identifies the steps that now need to be taken. Better procurement remains the clearest and most significant means of generating savings in the short and medium term. The Board would envisage inviting bids from sub-regions and other clusters which meet the principles in the strategy and which would focus on the preparation and use of mechanisms like e-auctions, more common specifications and managing the relationship with common suppliers to reduce costs.
3. Developing the use of shared approaches to service delivery. This will include major inter-borough collaboration and merger of services. It could also include sharing of professionals, platforms, transactional services, property and delivery in addition to the collaboration on data and procurement that are already well established parts of the programme. A number of proposals for collaboration on major areas of service activity are already in preparation
4. Supporting major policy programmes that advance localism. Specifically, these are likely to include innovation in implementing new Health and Well Being Boards and the implementation of the Health White Papers at a local level and the implementation of Community Budgeting which will require organisations to change the way in which they work together. The report on next steps for London local government in respect of the follow up to the Health and Public Health White Papers – which is elsewhere on this agenda – sets out the context for this nationally.
5. Service redesign and innovation to improve the productivity of services through blue printing and supporting the role of design and client/citizen led innovation as a stimulus to change. There is an existing programme of work but an expectation of further proposals from groups of boroughs to extend it further. This may also entail the development of new models for delivery, including social enterprises.
6. Workforce planning and productivity, including terms and conditions and reducing the costs of agency staff. Some of this will be given effect through the collaborative activity that is undertaken via the regional employers function which is part of London Councils.