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Introduction

The London Ventures programme has a current portfolio of 11 ventures which have already delivered transformative change across the sector, and added significant value to local authorities. Examples include:

Providing safeguarding solutions through predictive analytics and risk modelling

Xantura

Unlocking new income from existing spend

Oxygen Finance

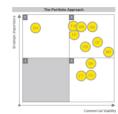
Reducing isolation of the elderly and the cost of caring for them

Visbuzz

Increasing productivity from automating back office functions

Blue Prism

The Portfolio Approach used in the London Ventures programme to date measures the commercial viability and strategic importance of each venture and places them in a quadrant (see example on the right). This has helped the Capital Ambition Board to make decisions around which ventures the programme should invest / divest in, given the financial envelope within which the London Ventures programme operates.



The London Ventures programme recognises there are opportunities within the current portfolio to deliver further systemic change, but there is a need to assess existing ventures to determine their future potential and reinvigorate the portfolio. It is important to ensure the current portfolio is relevant and:

- Contains a mix of ventures;
- · Continues to gain traction and scale (e.g. Counter Fraud Hub, Blue Prism, Oxygen Finance); and
- Has the right amount of resource and support provided to each venture to achieve it's full potential.

The purpose of this document is to:

- · Provide an assessment of the existing ventures in the current portfolio;
- Seek CAB approval for the proposed package of support recommended for the current portfolio;
- Seek CAB approval to re-negotiate commercial deals for the existing portfolio based on the proposed package of support; and
- Seek CAB approval for the proposed package(s) of support for future ventures.



We have undertaken an assessment of the current portfolio to determine the future package of support existing ventures should receive as part of the LV2020 programme

The Venture Portfolio Assessment will direct the commercial renegotiation discussions with each existing venture and help us target resources most effectively

The packages of support have been designed based on understanding the needs of venture partners, to ensure they receive the right level of effort and resource from the LV2020 team in order to realise their potential. They also refer to elements of the Sales and Marketing motivation the LV2020 programme fosters, and therefore how the LV2020 programme will help promote and advertise the venture product or service. The Portfolio Assessment approach developed will signpost the most appropriate package of support each of the existing ventures should receive under the LV2020 programme. There is an aspiration for the Portfolio Assessment to be carried out on an annual basis (or more frequently if deemed necessary), for all ventures that are eventually part of the LV2020 portfolio, to determine whether their level of support is appropriate or requires amending, triggering a need to revise their commercial deal.

All ventures part of the existing LV portfolio will be assessed via the Portfolio Assessment, to govern the suggested level of support the venture should receive as part of the LV2020 programme. This level of support will be outlined during the commercial deal renegotiation meetings, and will need to be agreed by all parties.

Every venture in the LV2020 portfolio will undergo an annual Portfolio Assessment (or more frequently if necessary). This is to determine whether the level of support that is currently received needs to be revised, for example due to new product development making the venture no longer market ready. This may be due to a new. The annual Portfolio Assessment will feed into any commercial deal renegotiations.

Venture

PORTFOIO ASSESSMENT

Ventures in development:
LV2020 package of support

PORTFOLIO ASSESSMENT

Market

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ventures

This support package would include:

- Support in developing a venture that is relevant to the London local government market
- · A feature in the LV2020 innovation catalogue
- Links to venture websites on the London Ventures digital platform
- Targeted promotion to London Councils network
- Endorsement from the London Ventures programme
- Representation via posters/ stands at London Ventures showcase events
- · Monthly support calls or meetings
- In some cases, seed funding towards pilot schemes or initial implementation support in local authorities

Market ready ventures: LV2020 package of support

This support package would include:

- Support in understanding and navigating the London local government market
- A feature in the LV2020 innovation catalogue
- Links to websites/venture pages on the London Ventures digital platform
- Promotion to London Councils network
- Endorsement from the London Ventures programme
- Representation via posters/ stands at London Ventures showcase events
- Bimonthly support calls or meetings



The portfolio assessment carried out measures each venture as high, medium or low against four key criteria

Portfolio Assessment Criteria and Definitions

The Portfolio Assessment measured each venture on a scale of Low, Medium and High against 4 key criteria. Set out below are the associated criteria and definitions, which have been based on London Ventures experience to date and industry best practice.

PORTFOLIO ASSESSMENT DEFINITIONS Medium High Low Venture exposure The venture partner is new to The venture is new to London The venture has experience in London: and but has experience in local London: and What level of experience does the The venture has experience in • The venture partner is new to government: or venture partner have within the local government. local government. The venture is new to local London local government market and government but has experience more widely across the sector? in London. Maturity of the venture The venture partners' product The venture product or service The venture partners' product is established, but it could or service is fully established or service is not yet ready for Readiness of the venture partners' implementation and requires benefit from modifications and and can be delivered without product or service. Does it still require development and/ or testing development to make it better any testing or development development or is it "ready to go"? suited to local government Commerciality Low financial return of between Medium financial return of High financial return greater £0 and £5,000 to the London between £6,000 and £14,000 to than £15,000 to the London Over the next 12 months, what is the Ventures programme the London Ventures Ventures programme expected financial return of the programme venture? Can the product or service be scaled up to yield a greater return? Strategic importance The venture doesn't address The venture goes some way to The venture addresses a high any of the key challenges address the priority challenges priority local government How significant is the venture to local identified by local government faced by local government challenge, for example, authorities? Does it provide a solution but could provide a number of challenge and offers a number homelessness to any of the key challenges of the other benefits for local of additional benefits sector? authorities



Set out below are the outputs of the detailed assessment conducted on the 11 existing ventures, which indicate the packages of support each existing venture should receive

PORTFOLIO ASSESSMENT RESULTS FOR 11 EXISTING VENTURES It is suggested that for low potential ventures which still require Care incubation and a significant investment in resource, a decision Closed Brokerage should be made to close the venture, and remove it from the Service London Ventures portfolio. Ventures in development: LV2020 package of support This support package would include: xantura Support in developing a venture that is relevant to the London local government market A feature in the LV2020 innovation catalogue cırcle Links to venture websites on the London Ventures digital platform Targeted promotion to London Councils network Ventures in Endorsement from the London Ventures programme development London Counter-Representation via posters/ stands at London **Fraud Hub** Ventures showcase events Monthly support calls or meetings In some cases, seed funding towards pilot schemes visbuzz or initial implementation support in local authorities Venture **blue**prism Market ready ventures: LV2020 package of support This support package would include: Support in understanding and navigating the London local government market A feature in the LV2020 innovation catalogue Market Links to websites/venture pages on the London Cerno ready Ventures digital platform ventures Promotion to London Councils network Endorsement from the London Ventures programme Representation via posters/ stands at London Quadnet Ventures showcase events Bimonthly support calls or meetings FISCAL



Decisions and next steps

Decisions for the Capital Ambition Board

1	Approve the proposed package of support recommended for the current portfolio
2	Approve the commencement of commercial deal re-negotiations, for the existing portfolio based on the proposed package of support
3	Approve the proposed package(s) of support for future ventures

Next steps

1	Engage with existing venture partners
2	Confirm existing venture partners commitment to the future programme
3	Hold commercial deal renegotiation meetings
4	Report back to CAB in December for sign off and approval



