Capital Ambition Board

11 July 2017 14:00 – 16:00

Location: Room 5

London Councils, 59 ½ Southwark Street, London, SE1 0AY

Contact Officer: Derek Gadd

Telephone: 0207 934 9505   **Email:**   derek.gadd@londoncouncils.gov.uk

Agenda item

1   **Declarations of interest***

2   **Apologies for absence**

3   **Minutes of the meeting held on 14 February 2017**   1-4

4   **Capital Ambition – Director's Report**   5-16

The report provides an update on the following:

- Financial position
- Work programme
- Terms of Reference and constitutional documents
- News items

Recommendation

It is recommended that Board members:

a) Note the financial summary.

b) Note the progress on grant funded projects.

a) Note the Terms of Reference and changes to constitutional documents.

5   **Applying Behavioural Insights – Costed Proposals**   To follow

This report provides the costed proposals from the Behavioural Insights Team (BIT) as requested by CAB following the presentation of the scoping study reports to the December CAB meeting on the three areas of childhood vaccination, decision making and improving communications in children's social care

Recommendation

CAB is recommended to:

    a) Receive the presentation from the BI team.

    b) Support the three projects by awarding grant funding to:

        i. London Borough of Croydon - £59,242

        ii. Royal Borough of Kensington and Chelsea, as lead for the three boroughs - £140,199 and sharing the results of the improving decision making trial with the Cabinet Office

---

6   Health and Social Care integration
17-26

This report provides an update to Capital Ambition Board on health and care devolution and invites the Board to comment on the propositions emerging from the five devolution pilot projects and agree to provide financial support to assist London local government in the delivery of devolution commitments.

Clive Grimshaw and Geoff Alltimes to present.

Recommendations

Members are recommended to:

    a) Note and comment on the progress of the London health and care devolution pilots.

    b) Confirm its decision at February 2016 CAB and provide up to £150,000 to assist London boroughs in the delivery of devolution commitments.

7   **London Ventures**

This report contains a number of key updates and considerations for CAB.
This includes:

  a) London Ventures business plan for year 2
  b) Dragons' Den follow up
  c) Seed funding criteria
  d) London Ventures progress update

Recommendations

CAB Members are recommended to:

  a) Approve the following decisions in relation to the year 2 London
     Ventures business plan –

      i.   To defer the start of second cycle of targeted ventures to no
            later than April 2018 to allow for further support to the
            homelessness, TA and housing workstream

      ii.   To have a bi-annual general ventures portfolio review

  b) Approve the seed funding criteria for the targeted ventures
     programme as set out in Appendix B.

  c) Approve the following decisions in relation to the Dragon's Den report
     –

      i.   Agree to the next steps and resource allocation proposed for
            each of the shortlisted ideas from the Dragon's Den session.

      ii.   To commit resource to produce a document to showcase all
            rejected ideas from the targeted ventures process

      iii. Note that CAB will be determining which shortlisted ideas will
            be part of the London Ventures portfolio and allocating seed
            funding at the October meeting

  d) Note the London Ventures progress update and approve the
     amended wording for the Oxygen Finance commercial deal.

8   **Any other business**

Declarations of Interests

If you are present at a meeting of London Councils' or any of its associated joint committees or their
sub-committees and you have a disclosable pecuniary interest* relating to any business that is or
will be considered at the meeting you must not:

  • participate in any discussion of the business at the meeting, or if you become aware of your
    disclosable pecuniary interest during the meeting, participate further in any discussion of the
    business, or
  • participate in any vote taken on the matter at the meeting.

These prohibitions apply to any form of participation, including speaking as a member of the public.

It is a matter for each member to decide whether they should leave the room while an item that they have an interest in is being discussed. In arriving at a decision as to whether to leave the room they may wish to have regard to their home authority's code of conduct and/or the Seven (Nolan) Principles of Public Life.

*as defined by the Relevant Authorities (Disclosable Pecuniary Interests) Regulations 2012

The Capital Ambition Board will be invited by the Chair to agree to the removal of the press and public since the following items of business are closed to the public pursuant to Part 5 and Schedule 12A of the Local Government Act 1972 (as amended):

Paragraph 3 - Information relating to the financial or business affairs of any particular person (including the authority holding that information), it being considered that the public interest in maintaining the exemption outweighs the public interest in disclosing it.

Exempt item

Close approx. 16:00

Meeting of the Capital Ambition Board

Tuesday 14 February 2017, 10.30am

London Councils, Conference Suite, 59½ Southwark Street, London SE1 0AL

Members	**Borough**
Edward Lord OBE JP	City of London (Chair)
Cllr Stephen Alambritis	LB Merton
Cllr David Simmonds CBE	LB Hillingdon
Cllr Nicholas Paget-Brown	RB Kensington & Chelsea
Cllr Fiona Colley	LB Southwark

London Councils	
Frank Smith	Director of Corporate Resources
Guy Ware	Director: Finance, Performance & Procurement
Andy Pitcairn	Head of Budgetary Control and Procurement
Thomas Man	Head of Capital Ambition
Lisa Henry	Capital Ambition Programme Manager
Hannah Barber	Capital Ambition Project Officer
Jade Appleton	Political Advisor - Conservative Group

Advisers	
John Comber	Chief Executive, RB Greenwich
Paul Najsarek	Chief Executive, LB Ealing
Fiona Fletcher-Smith	Executive Director of Development, Enterprise and Environment, GLA

Board Secretariat	
David Dent	Principal Corporate Governance Officer

West London Alliance*	
Dan Gascoyne	WLA Director

EY	
Victoria Evans	Senior Manager, Local Public Services
Shu Fei Wong	Consultant, Local Public Services

*   until item 6

1.   Declarations of Interest

1.2   There were no declarations of interest.

2.   Apologies for absence

2.1   Apologies were received from Rob Leak (LB Enfield).

3.   Minutes of the meeting held on 13 December 2016

3.1   The minutes of the non-exempt part of the meeting held on 13 December 2016 were agreed as an accurate record.

4.   Capital Ambition - Director's Report

4.1   The report was noted by CAB.

5.   West London Alliance Property and Asset Management Report

5.1   The Chair introduced Dan Gascoyne from WLA who presented to members on the Capital Ambition funded Property and Asset Management project.

5.2   Mr Gascoyne summarised the work of the programme which had started in 2011/12 and closed in 2015/16, details of which had previously been reported to CAB.

5.3   There were a number of strands in this project, the outcomes of which were summarised in the presentation. WLA used the Mayor's RE:FIT programme to improve the energy efficiency of a number of public sector buildings. The programme had achieved £80k of savings to date, with the potential of a further £400k as the scheme is applied to further buildings.

5.4   Through the children's residential care work stream, capacity has been increased to 22 beds across three children's homes with cost avoidance of approximately £500k.

5.5   Mr Gascoyne reported that the Schools Capital workstream had identified some governance lessons which impacted upon delivery, although a lot of work had gone into identifying sites and partner opportunities. Going forward the programme would no longer take a three borough approach to delivery.

5.6   CAB were informed that WLA were aware of the pan London housing supply debate and were looking to see what they could add in terms of increasing housing in west London through their One Public Estate programme. They were aware that a strategic approach with other partners, including the police, was needed. Over the last twelve months, despite issues with Charing Cross and Ealing Hospitals, the WLA had done well in the development of sites. The importance of developing relationships with Health and Wellbeing Boards and public access organisations was stressed.

5.8   The formation of a Joint Economic Property Board was seen as a key governance arrangement essential to facilitate the next steps of the programme.

5.9   In response to a question from John Comber about whether there was an investment strategy underpinning the disposal of buildings, Mr Gascoyne confirmed that while no strategy existed at the moment it was being looked at as part of the joint working arrangement.

5.10   Fiona Fletcher-Smith asked where the department for Work and Pensions fitted in, in terms of the planned closure of Job Centre Plus sites and the potential for co-location. Mr Gascoyne confirmed that a stronger relationship with DWP was being formed via the WLA projects and this potential would be investigated.

5.11   Mr Gascoyne confirmed, responding to a question from Cllr Alambritis, that WLA were looking at housing development vehicles, with the aim to increase both revenue and the supply of housing and local authorities were pursuing this using different approaches.

5.12   Paul Najsarek noted that within the NHS decision making was generally at higher levels, and it was important for CAB to engage at the relevant level.

5.13   Mr Gascoyne responded to a question from Fiona Fletcher-Smith regarding the eight step plan, commenting that now joint governance was in place engagement with CCGs was a priority.

5.14   CAB noted the conclusions made by Dan Gascoyne in the presentation and thanked him. Mr Gascoyne then left the meeting.

6. Applying Behavioural Insights – progress update

6.1. The Chair invited staff from London Councils to introduce the item.

6.2. Lisa Henry, Capital Ambition Programme Manager, outlined to CAB members the contents of the report, including the hospital discharge scoping study - delayed because of access issues at the hospital concerned. CAB was reminded that the costed proposals for future trials in the areas of: children's social worker decision making; foster care recruitment; and improvement of immunisation rates – are to be concluded for the May CAB meeting.

6.3. The BIT scoping report looking at the potential for using behavioural science to the hospital discharge study does not currently recommend any further trials. This was due to the continued difficulty in engaging with key personnel at St George's hospital. The Capital Ambition team were working with health and social care contacts within London Councils to identify alternative approaches if the trial at St George's was unable to go ahead.

6.4. Cllr Simmonds expressed concern that many of the benefits identified in the scoping report seemed to be geared towards the NHS rather than local authorities. The Chair commented that while there were benefits for the NHS there were also advantages for local authorities in improving health of local communities. It was however agreed that London Councils staff would review the focus here to ensure the benefits for boroughs were tangible.

6.5. Paul Najsarek felt that there may be opportunities within the proposed health and social care integration work in relation to a possible trial, although Cllr Simmonds felt that any additional services would likely have to be funded from within existing resources.

6.6. CAB agreed to note the progress of the work with the Behavioural Insights team, and to receive costed proposals at CAB's May 2017 meeting.

7. London Ventures Programme Update

7.1 Thomas Man, Head of Capital Ambition, led the presentation on the development of the London Ventures programme. He confirmed that extensive activity had taken place since the last meeting. A significant amount of work had been undertaken to develop the London Ventures brand, this included the development of a logo and identity, a full refresh of the website, and creating Linkedin and Twitter accounts. The launch event planned for the 23 February had generated significant levels of interest with 82 local authority representatives signed up to attend and in total 223 registered delegates.

7.2 A number of boroughs had expressed interest in the general ventures portfolio. A number of demonstrations and meetings were arranged to introduce borough leads to various venture partners. Decisions relating to the general ventures strand were part of the exempt agenda item.

7.3 In relation to the targeted ventures programme, the Head of Capital Ambition stated that there had been very significant interest and engagement with local authorities, the third sector, housing providers, think tanks and other public sector bodies. This included the several workshops and meetings as well as engaging in existing professional networks and political leads. Appendix One of the report 'Our journey so far,' provided a visual timeline of the activity to date on both general and targeted ventures The team were pleased to see their approach being met with high levels of enthusiasm and engagement. The targeted ventures programme was now moving into the solution development phase.

7.4 CAB noted the progress of the London Ventures programme.

8 Any Other Business

7.1   None.

Members resolved to exclude the press and public from the meeting for the exempt part of the meeting.

The meeting finished at 11.25

Capital Ambition Board

Director's Report   Item no: 4

Report by:	Guy Ware	**Job title:**	Director Finance, Performance and Procurement
Date:	11 July 2017		
Contact Officer:	Lisa Henry		
Telephone:	0207 934 9547	**Email:**	lisa.henry@londoncouncils.gov.uk

---

Summary   This report provides an update on the following:

- Financial position

- Work programme

- CAB Terms of Reference and changes to constitutional documents

Recommendations   It is recommended that Board members:

a)   Note the financial summary.

b)   Note the progress on grant funded projects.

c)   Note the Terms of Reference and changes to constitutional documents.

Appendices:
A: Current Financial Statement
B: Project Status
C: Capital Ambition Terms of Reference

DIRECTOR'S REPORT

Financial Position

1.   The current financial position is set out in **Appendix A**. The uncommitted balance to 31 March 2020 is £55k at 31 March 2017.

2.   This balance takes into account forecast programme office costs and the spend on individual projects, including funds earmarked for use in two areas: health and social care, and the trialling of behavioural insights.

3.   The London Ventures programme is designed to derive income, to be reinvested in innovation. No income projections are included in the calculations provided. All London Ventures income will be used to support the continuation of the London Ventures programme beyond the funded period, the funded period is from 23 August 2016 to 22 August 2019.

Work Programme

4.   The Capital Ambition work programme currently comprises nine projects, as shown in **Appendix B**, with the exception of the current behavioural insights work and London Ventures all projects are in close down phase.

5.   More information on the financial commitments for each of these projects is given in Appendix B. An update on each project is given below, with the exceptions of the Behavioural Insights Team project – which is reported under item 5, the health and social care integration project – which is reported under item 6, and the London Ventures programme – which is reported under item 7.

Visbuzz Pilots

6.   Capital Ambition Board agreed to fund Visbuzz pilots in five boroughs: Barking and Dagenham, Barnet, Croydon, Havering and Waltham Forest. CAB agreed to invest in the Visbuzz Venture as it was new to London – having only been delivered in Halton Borough Council previously – and it was identified in the commercial deal that some of the benefits associated with implementation would be a reduction in GP and hospital appointments, ie accrue to parties other than the local authority – the pilot would test these assumptions and if borne out, help support the case for partnership funding of future implementation.

7.   London Councils is maintaining an overview of the five pilots by facilitating regular project manager meetings, which Visbuzz staff also attends. This provides a forum for

the boroughs to raise issues, devise common solutions and support each other with the pilot delivery, and also learn lessons to improve future project planning.

8. Independent research is being conducted to show the benefits of the use of simple video calling to reduce loneliness. Visbuzz users are asked to complete a survey every 12 weeks; this is to capture any changes to their service use, feelings of wellbeing, and social activity. The final report from MEL Research is presented to the Board under exempt item 2.

9. Each pilot had available for deployment a maximum of 100 Visbuzz units. The Capital Ambition Board heard at its meeting in February 2017 that the number of Visbuzz units set up for use is a long way short of full implementation.

10. The pilot is coming to an end in June. London Councils officers have been informed by project managers in the pilot boroughs that they do not want to continue with Visbuzz after the pilot has finished.

11. A more formal close down process is underway, the lessons learnt exercise, together with the MEL Research findings will be drawn together and a closedown report issued – early indications are that boroughs find the process of implementing Visbuzz very time consuming and results are not as positive as had been expected or desired.

12. The pilot boroughs, as with other London local authorities, continue to be committed to reducing digital isolation and loneliness – and as such are planning to continue to use the Visbuzz tablets (as these are purchased, not leased, as part of the project) on this strategic agenda.

13. The use of the Visbuzz units in each pilot authority will be reported to London Councils in the project management closure report – it is anticipated that boroughs will find innovative uses to support older, or disadvantaged residents to improve their digital capability.

Circle app – report on Capital Ambition funded marketing campaign:

13. Capital Ambition Board approved funding, up to £120,000, for a London-wide marketing campaign of the Circle app at their meeting in February 2016. This was to ensure the app was marketed in a common format across London and to provide councils with collateral and assets that could be used for a number of years to come.

14. In May 2016 a creative agency, Things Unlimited, was commissioned to develop the campaign. Things Unlimited have worked with the developers Xantura to simplify the functionality of the app, making it attractive and intuitive to use. This also included a change of name from Tap-it to Circle.

15. The Circle app went live on 22 December and the campaign was launched concurrently.

16. The campaign had a number of elements:

    a. Things Unlimited engaged Hannah Witton, a lifestyle vlogger, in an influencer partnership. This partnership ensured a predominantly female-led community was aware of the Circle app. Hannah produced one video published to YouTube, three Twitter posts, one Instagram post and one Facebook status.

    b. A toolkit of generic materials was developed for boroughs to use in delivering targeted marketing in parallel to the London Councils led campaign. The toolkit consists of brand guidelines for all London boroughs and a suite of assets – including photography, one long form video and three shorter edits – which can be used across various channels, but predominantly social media.

    c. A concentrated 6 week marketing campaign from the launch in December 2016 through to early February 2017. This consisted of 31 paid social ads, PR support, a content calendar and a paid media strategy plan.

14. During the 6 week campaign there was a very positive level of engagement with the app. Launching ads prior to and during the festive season contributed towards the high figures, with:

    a. 6.2M total impressions generated as a result of launching ads across three channels

    b. 32,008 total clicks to the app store

    c. 115K video views on the influencer video

15. The total cost of the marketing contract was £113,600.

16. In addition to the work of the agency London Councils has undertaken a significant promotional exercise working with borough heads of communications to generate local marketing of the app in parallel to the launch.

17. To raise awareness of the app, London Councils officers have delivered presentations to a number of groups, including specialist officer groups who work with our target audience, the Association of Colleges Heads of Student Services network, youth charities, and Circle was represented at the London Ventures launch event on 23 February.

18. At the current time the number of downloads is approximately one thousand. This shows a very low conversion from clicks to the app store – to downloads. The working assumption for this is due to the small number of reviews – and therefore no 'star' rating by the app stores.

19. London Councils officers have developed a one year communications plan to drive further awareness and reach through a variety of activities and channels. Each quarter

will focus on a new audience, including residents, borough staff, NHS staff and students. This will involve limited print material being produced which it is proposed is funded from the Capital Ambition team's small operational budget.

20. Our main focus is now on supporting Xantura in demonstrating the benefits and functionality of the back-end dashboard to boroughs and encouraging them to buy the licence in line with the Commercial Agreement. The dashboard allows boroughs to access management information and intelligence generated by the use of the app to identify trends and inform local service development Boroughs will continue to be encouraged to push content out on their channels, adding to their websites, posting on social media and distributing information to their staff and residents.

Health and social care:

21. The work on health and social care funded by Capital Ambition is designed to capture and disseminate learning from the five integration pilots in London being overseen by the London Health Board.

22. The results of this funding will be presented under item 6. In addition, the Board will be asked to consider a proposal for additional funding support, in line with the earmarked funds, as noted in Appendix B

Capital Ambition Board Terms of Reference and changes to Constitutional documents

23. The Leaders' Committee AGM will take place on 11 July 2017. The AGM was scheduled to take place on 6 June 2017, but due to the general election has been rescheduled to take place on 11 July 2017. At the time of writing this report, Leaders' Committee will not have met. Details of Capital Ambition Board appointments made and dates for 2017/18 meetings as agreed at the AGM will be notified to this meeting. It is anticipated that the Terms of Reference and changes to the constitutional documents detailed below will also be agreed at Leaders' AGM on 11 July but any changes to these recommendations will be reported verbally to this meeting.

24. The Terms of Reference for the Capital Ambition Board can be found in Appendix C.

25. Four constitutional documents have been submitted to the Leaders' Committee AGM, namely London Councils' Standing Orders, Scheme of Delegation to Officers, Terms of Reference for Sub Committees and Financial Regulations.

26. Three of the four reports contain changes which apply to Capital Ambition Board and are therefore reported to CAB for information. The changes made are summarised below:

    i. Amendments to Standing orders regarding meetings, quoracy, and the urgency process to reflect changes to London Councils' staffing structure.

    ii. Small changes to the Scheme of Delegation to Officers covering the absence of the Chief Executive, and other similar changes to reflect the current structure of London Councils corporate management officer team and senior officer structure.

    iii. Minor changes to the Financial Regulations covering Financial Thresholds for contract opportunities, the process regarding externally funded projects and tender procedures and the provision for a greater number of officers to have authority to execute or sign off on orders, tenders and contracts.

    iv. The Terms of Reference for Sub-Committees report has not been reported to this Board, as it does not apply. The Terms of Reference for the Board are set out in full at Appendix C.

Financial Implications for London Councils

27. The Director of Corporate Resources reports that Appendix A summarises the estimated Capital Ambition fund balance at the end of the 2019/20 financial year. It shows the opening and pre-audited closing balance for the financial year 2016/17 and forecasts costs over the next three successive financial years (2017/18 - 2019/20), which reduces the Capital Ambition fund to a closing uncommitted balance of £64,812 by 31 March 2020. However, this is subject to the earmarked project commitments reflected in Appendix B and reported elsewhere on this agenda being formally approved. These will have a direct impact on the forecast fund balance and consequently the operation of the programme office beyond 31 March 2020.

Legal Implications for London Councils

28. There are no direct legal implications arising from this report.

Equalities implications for London Councils

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

Recommendations

It is recommended that Board members:

       a)   Note the financial summary.

       b)   Note the progress on grant funded projects.

       c)   Note the Terms of Reference and changes to constitutional documents.

Capital Ambition - Funding Position as at 31 March 2017

	Programme Office	LV Phase 2 Contract	LV Seed Fund	LV Sustainability Fund	Total
			See note 1	See note 2	
Opening Balance Balance 2016/17	**-1,887,384**	**-906,150**	**-93,850**	**0**	**-2,887,384**
Operational and project spend since 2016/17 (See note 3)	679,521	239,485	0		919,006
Income London Ventures Phase 2				-10,044	-10,044
Pre Audited Closing Balance 31 March 2017	**-1,207,863**	**-666,665**	**-93,850**	**-10,044**	**-1,978,422**
Indicative Staff costs and operational budget 2017/18	233,322	341,737			575,059
Project Commitments	79,973				79,973
Earmarked Funds	350,000				350,000
Seed Fund - proposals anticipated 2017/18			93,850		93,850
Subtotal spend and commitments 2017/18	**663,295**	**341,737**	**93,850**	**0**	**1,098,882**
Indicative Staff costs and operational budget 2018/19	240,923	246,487			487,410
Indicative Staff costs and operational budget 2019/20	248,877	78,441			327,318
Subtotal spend and commitments 2018/19 and 2019/20	**489,800**	**324,928**	**0**	**0**	**814,728**
Uncommitted/ unallocated Balance	**-54,768**	**0**	**0**	**-10,044**	**-64,812**

Notes

1. London Ventures Seed Fund - CAB will make decisions on any seed funding allocation - it is anticipated that the initial amount will be allocated during 2017/18

2. London Ventures Sustainability Fund - income derived from Ventures implementations is 'banked' in the sustainability fund. This fund is required to support the continuation of the programme beyond the contract funded period. Projected income is not included in this table.

3. London Ventures Phase 1 income and expenditure is included in the Programme Office operational and project spend.

Project Name	Lead Organisation	Status	Total Approvals	Total Claimed to Date	Balance to Claim Current	Project End Date Only
Visbuzz pilot - Barking and Dagenham	LB Barking and Dagenham	**Closing**	£41,000	£41,000	£0	31 March 2017
Visbuzz pilot - Havering	LB Havering	**Closing**	£41,000	£41,000	£0	31 March 2017
Visbuzz pilot - Waltham Forest	LB Waltham Forest	**Closing**	£41,000	£41,000	£0	31 March 2017
Visbuzz pilot - Barnet	LB Barnet	**Closing**	£41,000	£33,290	£7,710	31 March 2017
Visbuzz pilot - Croydon	LB Croydon	**Closing**	£41,000	£41,000	£0	31 March 2017
Circle app London-wide implementation	LB Southwark	**Closed**	£138,600	£138,600	£0	31 March 2017
Behavioural Insights Work	LB Croydon	**ACTIVE**	£120,000	£47,737	£72,263	31 October 2017
Health and Social Care	London Councils	**Closing**	£100,000	£100,000	£0	31 March 2017
London Ventures Phase 2	EY	**ACTIVE**	£1,000,000	£231,760	£768,240	22 August 2019
Capital Ambition - earmarked funds		**Status**	**Total earmarked**			**Anticipated proposal to CAB**
Behavioural Insights Work	TBC	**Earmarked**	£200,000			11 July 2017
Health and Social Care	TBC	**Earmarked**	£150,000			11 July 2017

APPENDIX C to Item 4: CAPITAL AMBITION BOARD TERMS OF REFERENCE PROPOSED FOR AGREEMENT 11 JULY 2017 BY LONDON COUNCILS' LEADERS' COMMITTEE

Capital Ambition Board

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

1. Strategic direction 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.
2. Strategic oversight and operational responsibility for the London Ventures programme by –
   a. reviewing business cases and selecting projects under that programme in accordance with funding criteria agreed by Leaders' Committee on 14 December 2010; and
   b. commissioning activity and/or funding commercial contracts in line with those funding priorities;
3. Oversight and monitoring of the existing 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, project performance and efficiency savings achieved.

Capital Ambition Board

Applying Behavioural Insights – Costed Proposals

Item no: 5

Report by:	Lisa Henry	**Job title:**	Capital Ambition Programme Manager
Date:	11 July 2017		
Contact Officer:	Lisa Henry		
Telephone:	0207 934 9547	**Email:**	Lisa.henry@londoncouncils.gov.uk

Summary

This cover report introduces the costed proposals from the Behavioural Insights Team (BIT) as requested by CAB following the presentation of the scoping study reports to the December CAB meeting.

The proposals cover the following areas:

- Improving childhood vaccination uptake in London Borough of Croydon.
- Improving decision-making in children's social care in the three boroughs of: Hammersmith and Fulham, Kensington and Chelsea, and Westminster.
- Improving communications in children's social care in the three boroughs of: Hammersmith and Fulham, Kensington and Chelsea, and Westminster.

Also provided is a progress update on applying behavioural insights to hospital discharge – it has not been possible to develop a costed proposal for further work in this area.

Recommendations   CAB is recommended to:

a) Receive the presentation from the BI team.

b) Support the three projects by awarding grant funding to:

    i.   London Borough of Croydon - £59,242

    ii.   Royal Borough of Kensington and Chelsea, as lead for the three boroughs - £140,199 and sharing the results of the improving decision making trial with the Cabinet Office

APPLYING BEHAVIOURAL INSIGHTS - COSTED PROPOSALS – COVER REPORT

Background

1. At the July 2016 CAB meeting following an earlier presentation by the Behavioural Insights Team (BIT), CAB agreed to fund two randomised controlled trials, one focused on improving recycling rates, and one on fees or charges – with the London Borough of Croydon taking the lead and providing the support to conduct the trials.

2. In addition CAB agreed to fund up to four scoping studies in more complex areas to determine if there were aspects of service delivery where behavioural science could be successfully trialled to help reduce cost, improve services, or reduce demand. CAB recived these reports at the December 2016 meeting and supported the development of costed proposals in the following areas:
    a. Improving childhood vaccination uptake in Croydon.
    b. Improving decision-making at the front door of children's social services in the three-borough joint service.
    c. Reducing rates of hospital re-admission.

3. CAB had earmarked £200,000 from the uncommitted resource to fund further trials – if the costed proposals are considered valuable. It would be from this allocation that any further work would be funded.

Costed proposals for three projects applying behavioural science

4. As requested CAB are presented with three costed proposals, two in the area of children's services (see paragraphs 13-15 for an update on why there is not a proposal for applying behavioural insights to reducing hospital readmission).

5. The reports provide CAB with: an overview of the approach that will be taken; a high level project plan and timeline; a list of deliverables; the cost; and the team that would be working on the project should it be approved for funding. Below is a very brief summary of each of the proposals.

6. *Improving childhood vaccination uptake in the London borough of Croydon.* This trial would develop new forms of communication to increase the uptake of the MMR vaccination in children in Croydon. Current levels of uptake are well below the national average; a recent measles outbreak has highlighted the public health risk of low levels of vaccination. Only four local authorities in London have an MMR

vaccination rate higher than the England average[1] - therefore the results are likely to be relevant to a large number of London's local authorities.

7. The cost of this trial is £59,242 and is likely to take 12 – 14 months from inception.

8. *Improving decision-making in children's social care in the tri-borough joint service.* This project will be in two parts, one a trial with the 'front door' team creating a feedback loop on decisions, and the second area would be a fieldwork report to help the assessment teams with their decision-making. The end result is intended to support more effective decision–making and improve outcomes for young people which will improve the efficiency and effectiveness of the service, although the level of cost savings have not been estimated for this trial.

9. The cost of this trial is £82,370 and is estimated to take 13 months from inception However, if CAB is willing to share the results of the work on data science/ predictive analytics with the Cabinet Office, they will make a contribution of £5,480, reducing the total cost to £76,890.

10. *Improving communications in children's social care in the tri-borough joint service.* With a focus on two key communications that have the potential to improve outcomes for the most vulnerable. One, to increase the take up of early offers of support to families whose children may, if not helped, require more intensive and expensive intervention; and the second, to increase the recruitment of foster carers in the community. Together these communications can reduce demand; reduce cost; and improve outcomes for children.

11. BIT have discussed the impact of the changes in the working arrangements of the tri-borough with the Director of Children's Services and have taken the view that this should not impact upon the research.

12. The cost of this trial is £63,309 and is estimated to take 12 months from inception.

13. It is anticipated that the three projects can be run concurrently, so if agreed CAB could expect the receive results in the autumn of 2018.

Progress on applying behavioural insights to hospital discharge

14. The BI team have provided a short progress report on the conversations that have taken place to find a sponsor for a trial in using behavioural insights to reduce hospital readmission.

15. Despite significant interest, it has not been possible to find a sponsor so no further development work has been conducted for consideration at this time. The note

---

[1] Source: NHS Immunisation Statistics, England, 2015-16, Table 12a: percentage of children immunisaed by their 5th birthday by LA, Column: MMR 1st and 2nd dose.

highlights that over time, as the sustainability and transformation planning moves into implementation the appetite to sponsor and host a trial may emerge.

16.   As this is not guaranteed there is no recommendation to reserve any of the earmarked funds – should interest emerge and CAB wish to receive a proposal the funding position at that time will be reported to enable a decision to be made.

Decisions for CAB

17.   Each of the three areas of work are independent of the other, so any one or more project can be supported.

18.   The total cost of the three areas of work is: £199,441. This is within the earmarked fund of £200,000. However CAB is reminded that should it not wish to share the results of the work on data science/ predictive analytics in the second proposal with the Cabinet Office there is an increased cost of £5,480. CAB is reminded that it has previously funded predictive analytics in the field of safeguarding children and it may be possible to tie these two pieces of intelligence together to create broader understanding of the role of predictive analytics in decision-making.

19.   Each project will add to the understanding of how councils can use behavioural insights to reduce costs and improve outcomes. The Capital Ambition team would develop ways to disseminate the learning from the projects to ensure that intelligence is shared and best value derived from any investment.

Financial Implications for London Councils

20.   The Director of Resources reports that the total cost of the three projects is £204,821, reducing to £199,441, if the proposal to share the results with the Cabinet Office is agreed resulting in a £5,480 contribution towards these costs. This could then be met from the £200,000 earmarked funding for Behavioural Insights work previously agreed by CAB

Legal Implications for London Councils

21.   Should the sub –committee agree to fund the projects as set out in the Report, suitable agreements will be entered into with each of the authorities upon London Councils standard Conditions of Funding for the award of grants.

Equalities implications for London Councils

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

Recommendations

23. CAB is recommended to:

    a. Receive the presentation from the BI team.

    b. Support the three projects by awarding grant funding to:

        i. London Borough of Croydon - £59,242

        ii. Royal Borough of Kensington and Chelsea, as lead for the three boroughs - £140,199 and sharing the results of the improving decision making trial with the Cabinet Office.

THE BEHAVIOURAL INSIGHTS TEAM

Improving Childhood Vaccination Uptake in Croydon

A proposal from the Behavioural Insights Team

April 2017

Table of Contents

1 Summary

Many previously life-threatening diseases have become significantly less prevalent in the UK as vaccines to protect against them have been developed and used. However, outbreaks of these diseases can occur when not enough people are vaccinated against them. South London has recently witnessed an outbreak of measles, for example, a highly contagious disease which can be effectively prevented through vaccination. This outbreak occurred mostly among teenagers and young adults who had not received the Measles, Mumps, and Rubella (MMR) vaccine as children. To protect everyone in the population (including those that cannot be vaccinated for medical reasons), 95% of the population should receive two doses of the MMR vaccine. However, only 72.9% of children aged 5 in Croydon had received both MMR vaccinations in 2015/2016.[i] This is well below the national rate of 88.2%.[ii]

This document provides a proposal for ways that the Behavioural Insights Team (BIT) could work with Croydon Council on improving the uptake of childhood vaccines. We have focussed on MMR vaccines in this proposal since this has been flagged by Croydon Council as a public health priority. However, on receipt of further data, as well as more in-depth discussions with the council, we may look at exploring vaccines other than MMR.

This proposal builds on insights gained from a scoping document BIT wrote for the London Councils Capital Ambition Board (CAB) on improving public health in Croydon. The intervention would involve communicating with parents of children who have 'missed' one or both of the recommended MMR vaccinations. The communication would be behaviourally informed, using approaches such as highlighting social norms[1] or loss- and gain-framing.[2] We will design a robust evaluation to test the impact of the new approach on vaccination rates, ideally using a randomised controlled trial.

This project will consist of three stages that will serve to maximise the value of this trial for Croydon and for London Councils. These stages will involve:

1) Assessing detailed and up-to-date data on childhood vaccination uptake through the Child Health Information Services (CHIS). After this stage, we will determine whether focusing on MMR or on another vaccine would achieve the greatest impact.

---

[1] Using the finding that people are more likely to act a certain way if they perceive that to be what others do or expect.
[2] Whether a choice is framed as a loss (e.g. "1 out of 10 die from this surgery") or as a gain (e.g. "9 out of 10 survive this surgery") influences how people choose.

2) Exploring the specific delivery mechanisms for this vaccine (and where our intervention would be applied).
3) Designing, implementing, and evaluating a behavioural intervention to improve uptake.

More detailed information on the proposed project can be found in the Project Approach section below.

The total project cost is £59,242 plus VAT.

The specific start date and duration of the project will be determined in partnership with Croydon Council. BIT will work with Croydon Council and London Councils to ensure the findings can be effectively communicated and shared across London.

The rest of this document sets out the proposed approach, timescales and a detailed breakdown of costs.

2 The Behavioural Insights Team

The Behavioural Insights Team (BIT) is a unique company. We started life in 2010 inside the Prime Minister's Office in Downing Street, as the world's first government institution dedicated to the application of behavioural sciences. We are now a world-leading consulting firm whose mission is to help organisations in the UK and overseas to apply behavioural insights in support of social purpose goals.

BIT combines a rich understanding of the behavioural sciences with a deep knowledge of specific public policy areas. By applying the necessary pragmatism to make things happen inside a ruling administration, the team has had substantial policy successes in the UK and overseas, including reducing sugar intake to counter obesity, reducing hospital appointment non-attendances, and increasing the number of organ donor registrations.[iii] At the heart of this approach is rigorous testing and trialling that enables us to know which intervention is most effective.

3 Project Background

In July 2016, the London Councils' Capital Ambition Board (CAB) commissioned BIT to conduct a programme of work using behavioural approaches to promote innovation in local government in London. This programme included two randomised controlled trials (RCTs) in Croydon, one focused on improving recycling rates and one on reducing housing benefit overpayments. In addition, BIT developed four scoping documents in more complex areas to assess the potential for behavioural projects in each. These areas were adult social care, children's social care, public health, and hospital discharge.

In December 2016, BIT presented the scoping documents on the first three areas, and recommended that the CAB considers proposals for three projects:

- Improving childhood vaccination uptake in Croydon;
- Improving decision making at the 'front door' of children's social services in the Tri-Borough; and
- Increasing foster carer recruitment in London.

This document is the proposal for the first of these projects, aimed at improving childhood vaccination uptake in Croydon.

4 Project Approach

BIT uses a bespoke methodological approach. It includes four key components as follows, with the weighting of each tailored to the needs of each project:

1	❓	Target
2	🌍	Explore
3	🛠	Solution
4	📊	Trial

4.1 Target

The first stage is to define the problem and, importantly, be clear about the measurable outcome that we are aiming to achieve. This is informed by available data sources that can help determine impact. We think carefully about what the specific behaviours are that we would like to encourage, those we would like to

discourage, and how the social impact of these changed behaviours can be measured. In addition, we set timeframes within which we expect to detect an impact.

BIT conducted significant exploratory work on how to improve uptake of MMR vaccines based on the scoping report we wrote for London Councils in 2016. The reported 'cover rate' of the MMR vaccination in Croydon is approximately 73%, which is well below the 95% herd immunity target (and below the England average of 88.2%).[iv] Herd immunity refers to the vaccination rate at which everyone in a population, including those who cannot get vaccinated due to autoimmune diseases and other medical conditions, is effectively protected because the disease cannot spread.

Cover rate data is an aggregate figure reported quarterly by GPs to NHS England. However, our fieldwork suggests that this data is not completely accurate, and that using up-to-date GP data provides a more complete picture. Croydon Council's Public Health team do not currently have access to more up-to-date or detailed (e.g. less aggregate) data. For this reason, this proposal includes the need for a crucial initial data assessment during the Target phase.

If this proposal is accepted, BIT will work with Croydon Council's Public Health team to contact the Child Health Information System (CHIS) and request access to up-to-date GP data for this project. According to initial conversations with a CHIS representative, no approval beyond Croydon Council's will be required for BIT to access this data. If it is, BIT will rely on Croydon Council to secure the required approvals, and will support Croydon in doing so.

The CHIS' 'children actually vaccinated' data provides individual-level records of which vaccines have been administered, and when. Using this dataset, BIT will assess the accuracy of the MMR cover rate data. If the cover rate data proves accurate, and the proportion of children who have received the recommended MMR vaccines is only 73%, the project will focus on MMR vaccine uptake. If this is not the case, BIT will work with Croydon Council's Public Health team to identify whether the impact of focusing on other vaccines (e.g. the influenza vaccine) would be more impactful.

4.2 Explore

The next phase involves in-depth exploration of the service or organisation(s) with which we will work. There are two parts to this – to understand the perspective of the end-user, and to understand the system in which existing interventions relevant to the policy area are delivered.

To do this, we draw on the lessons of 'design-thinking' and ethnography, spending time observing parental behaviour, mapping out contact points between the provider and the children and parents, and interviewing parents, front-line staff and other stakeholders. In addition, we analyse any historic and

cross-sectional data available that provides more information about the problem identified in the Target phase.

Most vaccinations (including MMR vaccinations) are administered by GPs, usually in early childhood. Other vaccinations are delivered through school nurses. For example, the influenza vaccine is administered annually and is provided by school nurses in Croydon in school years 1, 2 and 3. BIT has conducted initial high-level exploratory work of these different providers of vaccines in Croydon. However, during this phase of the project we will examine in greater depth the delivery mechanisms for the vaccine we are focussing on.

This phase will include a review of relevant academic literature, with a focus on interventions that have been applied in contexts similar to the one in Croydon. Vaccination behaviours have been researched extensively in a range of settings. Our intervention will build on the previous research in this field, as well as new findings and insights from the fieldwork we will conduct as part of our Explore phase.

4.3 Solution

The third phase of our work is to design the intervention itself. BIT uses a variety of tools and processes to design behavioural interventions, including:

a. Drawing on the existing evidence base. The BIT library of behavioural effects is a constantly updated resource of the most robust findings from the fields of behavioural economics and experimental psychology;

b. Using MINDSPACE and EAST, two published frameworks developed by BIT to develop new ideas, applications and adaptations to existing policies / processes;

c. Employing the institutional knowledge and experience of BIT. We have conducted more randomised controlled trials in the last three years than the whole of the UK Government combined in its history. These trials cover a broad range of policy areas, and the resulting data and case studies on what has worked elsewhere are a valuable tool when approaching new problems.

The intervention we design for this project will likely entail some form of communication with parents, although the content, design, and medium of this communication is to be confirmed after further exploratory work.

One option would be to work with GPs to change the call-recall system they are currently supposed to use to engage with parents. Call-recall refers to prompting parents with reminders, often by following up the initial phone call with another. Another option might be to send letters or text messages to parents of unvaccinated children, in the name of GPs or school nurses. This would rely on

the messenger effect – the insight that people respond differently to messages depending on who they are coming from.[v]

The content of the letters could incorporate several other behaviourally informed approaches, such as social norms (e.g. "3 out of 4 parents of children your age have vaccinated their child against MMR"). Alternatively, the letters could be used as prompts or reminders (e.g. "Congratulations on your child's 4th birthday, have you considered scheduling an appointment to get them vaccinated against MMR?"). BIT has used these approaches in a range of areas including increasing payment of taxes and fines and increasing organ donation registration.[vi]

4.4 Trial

In the final phase of our methodology, we design a trial to determine the causal impact of the intervention to a high degree of scientific rigour. We then analyse the results, and provide recommendations for future policy. In this project we anticipate running a randomised controlled trial (RCT) or quasi-experimental method to identify whether different behaviourally informed communications with parents can increase the uptake of vaccinations.

Currently, we expect the trial to focus on uptake of MMR vaccines, as this has been flagged by Croydon Council as a public health priority. The focus of the project may change to a different vaccination following the data analysis outlined as part of the Target phase. Any change in focus will be agreed with London Councils and Croydon Council.

5 Project Plan

The table below outlines the key stages of the project.

Task		Description	Days
Phase 1: **TARGET**		We will not be able to definitively narrow down the exact outcome measure for the trial until we get access to CHIS data. Once we do, we will compare cover rate data with the 'children actually vaccinated' data to assess the up-to-date rate of coverage as well as trends over time. Based on this dataset, we will identify primary and secondary outcome measures to test. The rest of our time at this stage will be spent ensuring that the outcome measures are feasible, and	7.5
1.1	Clarify objectives		
1.2	Define data requirements		

		that we will have access to the data we need in order to robustly analyse our results.	
Phase 2: **EXPLORE**		We will use a combination of field and desk research to understand the context of the project, including: ● Evidence review of the existing literature on encouraging people to take up vaccinations. ● Visits to trial partner settings to identify opportunities and feasibility of interventions. ● Meetings with key stakeholders to identify the feasibility of introducing interventions and to make sure that any changes align with priorities of the trial partner. ● Analysis of data received to date from the trial partners to inform the intervention and evaluation design.	17
2.1	Literature review		
2.2	Field research		
Phase 3: **SOLUTION**		During this stage, we draw on our MINDSPACE[vii] and EAST frameworks[viii] alongside the relevant behavioural science literature. Our Solution will likely focus on encouraging parents to get their child vaccinated with the MMR vaccine, making it easier for them to do so, and reducing barriers to doing so where possible.	22.5
3	Intervention design		
Phase 4: **TRIAL**		We will write a trial protocol which will set out how the interventions will be implemented and evaluated. We will also project manage the roll-out of the interventions. Once the evaluation is complete, our specialist research team will analyse the data in line with the trial protocol and we will draft a trial report which will summarise the headline findings. This phase also includes applying for NHS proportionate ethics approval for the trial.	13
4.1	Power calculations		
4.2	Trial protocol		
4.3	NHS Ethics Review		
4.4	Implementation		
4.5	Data analysis		
Phase 5: **Governance, Reporting & Quality Assurance**		We will prepare a final report which brings together all of our work on the project, including an overview of the project and its findings. We will also deliver a presentation of the project to the CAB, including headline findings.	9.5
5.1	Preparing and delivering final report		

5.2	Preparing and delivering final presentation	Findings will be published by BIT, and we will work with the CAB to ensure that it can share relevant findings across the local government sector in London.	
5.3	Monitoring and QA	Throughout the project, we will apply BIT's internal project oversight and quality assurance procedures. An internal policy expert who is not part of the project team will be assigned as Quality Assurance (QA) lead to ensure the work is of the highest possible quality. Our Head of Research will oversee our data analysis. When the final report is in the last stages of preparation it will be reviewed by the QA lead, who will have to sign off the work. At this stage, the report will also be shared with Croydon Council for comment. The work is only signed off once all the issues identified during the peer review, and any comments from Croydon Council have been addressed. This ensures our work is of the highest possible standard.	10
5.4	Project oversight		

6 Deliverables

BIT will deliver the following to Croydon and the CAB:

1) An overview of the academic literature on improving vaccination uptake. This literature review will inform our intervention design, and will be delivered before the implementation of the trial.
2) A description of the trial for Croydon to sign off, outlining the proposed evaluation in detail including the intervention to be trialled, implementation plans and a pre-specified evaluation plan. Sign off of this document will ensure that there is agreement on the approach that will be taken as well as the method of evaluation.
3) A final report describing this project. This final report will describe the academic literature on vaccination behaviours, the reasoning behind our intervention and evaluation design, and the findings from our trial. We will also provide recommendations for scaling our intervention more broadly.

7 Timetable

As outlined in the project plan, some of the exploration work for this project has already taken place (see Project Approach section).

Month	1	2	3	4	5	6	7	8	9	10	11	12
Fieldwork	■	■										
Review of literature		■	■									
Design trial			■	■								
NHS Proportionate Ethics					■							
Run trial[3]						■	■	■	■			
Analyse findings										■		
Write up final report										■		
Comments from partners											■	
QA											■	
Provide final report to partners												■
Present to the Capital Ambition Board												■

---

[3] Depending on the chosen design of the trial, the project may need to run for longer than 4 months.

8 Contract charges

Job title	Day rate	No. days	Total cost
Managing Director	£1,143	2	£2,286
Principal Advisor	£881	4.5	£3,965
Head of Research	£881	0.5	£441
Senior Advisor	£881	17	£14,977
Advisor	£677	19.5	£13,202
Associate Advisor	£677	29	£19,633
Associate Advisor (Research)	£677	7	£4,739
		79.5	£59,242

9 Project Team

Michael Hallsworth – Director of CHEER[4] cluster

Michael is Director of Health and Tax at the Behavioural Insights Team. He has worked on health policy issues with the Department of Health, NHS England, Public Health England, the European Commission, and the World Economic Forum. He was previously a Senior Policy Advisor at the Cabinet Office and, while at HMRC, he won a Civil Service Award for running large-scale randomised controlled trials applying behavioural economics to increase tax collection. When at the Institute for Government he co-wrote the MINDSPACE report, which is one of the main frameworks used by the UK government to apply behavioural thinking to public policy. He has a PhD in behavioural economics from Imperial College London, and a First Class MA and MPhil from the University of Cambridge. He has been published in *The Lancet,* the *Journal of Public Economics*, the *Journal of Economic Psychology,* the *Journal of Health Systems Research and Theory*, the *Oxford Review of Economic Policy* and *PLOS One*.

Hugo Harper – Principal Advisor

Hugo is a Principal Advisor at BIT with a focus on health policy. As well as working closely with the Department of Health and Public Health England in the UK, he has spent time in both Singapore and Australia developing the adoption of a more behavioural approach to policy implementation. Hugo holds an MSc, with distinction, in Behavioural and Economic Sciences from the University of Warwick, as well as a BA in Psychology and Physiology from Oxford University. Before joining the team Hugo worked for Q5 Consultants.

---

[4] Communities, Health, Employment, Equality, and Revenue

Michael Sanders – Head of Research and Evaluation

Michael Sanders' team supports BIT's policy work through the design and analysis of randomised controlled trials, as well as the use of quasi-experimental methods and data science. He has overseen all of the evaluation work conducted by BIT in the last 3 years, giving him experience from over 250 evaluations from simple RCTs to complex econometric modelling. He sits on, and formerly chaired, the Cross Government Trial Advisory Panel. Michael is an Associate Fellow of the Blavatnik School of Government, where he teaches Behavioural Science and Policy. He is an affiliate of the Harvard Behavioural Insights Group, and in the 2016-17 academic year will also be teaching field experimental design at the University of Bristol.

Tim Pearse – Senior Advisor - Head of Local Government

Tim Pearse is a Senior Advisor and leads BIT's work with local government. Prior to joining BIT he worked as a Senior Strategy Adviser on public service reform in the Cabinet Office including on social investment and payment by results. This included working across central and local government to set up multi-million pound programmes to pilot innovative approaches with hard to reach groups such as young homeless people and children in care. Prior to that he held posts at the Home Office both as an economist and in policy. He holds an MSc in economics from University College London.

Victoria Fussey - Advisor

Victoria is an Advisor at BIT working on local government and health projects. Victoria holds a Master's Degree in Public Health from King's College London and a BSc in Psychology from the University of Leeds. Prior to joining BIT, Victoria worked at the Department for International Development on health services in developing countries, including on the delivery of vaccinations, and at the Department of Health on the development and implementation of tobacco and e-cigarette policy.

Pieter Cornel – Associate Advisor

Pieter is an Associate Advisor working in the local government team within the CHEER cluster. He has worked on projects related to public health, including obesity prevention and vaccination uptake, as well as recycling behaviours, children's social care, and adult social care. Pieter holds an MSc in Media and Communication from the London School of Economics, and a BA in International Relations and Philosophy from Claremont McKenna College in Claremont, California.

10 Endnotes

[i] NHS England (2016). *Child Immunisation*. Retrieved from:
https://www.england.nhs.uk/statistics/statistical-work-areas/child-immunisation/
[ii] http://content.digital.nhs.uk/catalogue/PUB21651/nhs-imms-stat-eng-2015-16-rep.pdf
[iii] See Behavioural Insights Team (2014). *EAST: Four simple ways to apply behavioural insights.* Retrieved from: http://www.behaviouralinsights.co.uk/publications/east-four-simple-ways-to-apply-behavioural-insights/
[iv] http://content.digital.nhs.uk/catalogue/PUB21651/nhs-imms-stat-eng-2015-16-rep.pdf
[v] Cabinet Office & Institute for Government (2010). *MINDSPACE*. Retrieved from:
http://www.behaviouralinsights.co.uk/publications/mindspace/
[vi] Behavioural Insights Team (2014). *EAST: Four simple ways to apply behavioural insights.* Retrieved from:
http://www.behaviouralinsights.co.uk/publications/east-four-simple-ways-to-apply-behavioural-insights/
[vii] Cabinet Office & Institute for Government (2010). *MINDSPACE*. Retrieved from:
http://www.behaviouralinsights.co.uk/publications/mindspace/
[viii] Behavioural Insights Team (2014). *EAST: Four simple ways to apply behavioural insights.*
Retrieved from: http://www.behaviouralinsights.co.uk/publications/east-four-simple-ways-to-apply-behavioural-insights/

THE BEHAVIOURAL INSIGHTS TEAM

Improving Decision-Making in Children's Social Care in the Tri-Borough

A proposal from the Behavioural Insights Team

April 2017

Table of Contents

1 Summary

One of the most important responsibilities of local authorities is safeguarding society's vulnerable children. Pressures on children's social care teams across the country are increasing, as the number of Child Protection Plans and Looked After Children has risen in every year since 2010.[1] Over the same time period, local authorities' budgets have been cut by 26%.[2] As a result children's social care teams have been searching for ways to become as effective as possible.

Enabling social workers to make effective decisions is a critical part of this. When a child is referred to local authorities' social care, there is a process of identification and assessment to ensure the child is safe and continues to be. Previous BIT work has focused on decision-making in the 'front door' of services – the point where cases enter the system. In the front door teams, staff and social workers have to review each case that is referred into the system to determine if it requires further action, and if so how urgently. Cases that require further action are then progressed to an assessment team. Assessment team social workers conduct a more comprehensive assessment to determine which cases require a Child in Need plan or a Child Protection Plan.

Building on previous research we have done on social worker decision-making,[3] **BIT propose working with the Tri-Borough on a project to support decision-making in children's social care teams.**

The social workers in these teams have to make highly consequential decisions every day while under time pressure, and with limited information. Behavioural science has shown that such conditions impinge on people's decision-making ability.[4] It also offers ways of helping people with limited time and information to make the best decisions they can. This proposal details how these approaches could be applied to the children's social care team in the Tri-Borough.

Specifically, this project will involve two strands of work. The first will be with the front door team. BIT will conduct a trial to test a behaviourally informed intervention aimed at supporting social worker decision-making, for example by providing decision aids or providing staff with feedback on the outcome of their decisions. The second will be with the assessment team where the volume of decisions is lower making a trial more difficult. Here BIT will produce a short fieldwork report focused on how decision-making can be supported.

It should be noted that on March 27th, 2017, the Tri-Borough announced that certain service sharing arrangements will likely be withdrawn. We have discussed this development with the interim director of Children's Services across the Tri-Borough, and do not believe this impact our ability to deliver this work.

The total project cost is £76,890 plus VAT. The specific start date and duration of the project will be determined in partnership with the Tri-Borough. BIT will work with the Tri-Borough and London Councils to ensure the findings can be effectively communicated and shared across London. The rest of this document sets out the proposed approach, timescales, and a detailed breakdown of costs.

2 The Behavioural Insights Team

The Behavioural Insights Team (BIT) is a unique company. We started life in 2010 inside the Prime Minister's Office in Downing Street, as the world's first government institution dedicated to the application of behavioural sciences. We are now a world-leading consulting firm whose mission is to help organisations in the UK and overseas to apply behavioural insights in support of social purpose goals.

BIT combines a rich understanding of the behavioural sciences with a deep knowledge of specific public policy areas. By applying the necessary pragmatism to make things happen inside a ruling administration, the team has had substantial policy successes in the UK and overseas, including reducing absenteeism in further education colleges, reducing hospital appointment non-attendances, and increasing the number of organ donor registrations.[5] At the heart of this approach is rigorous testing and trialling that enables us to know which intervention is most effective.

3 Project Background

In July 2016, the London Councils Capital Ambition Board (CAB) commissioned BIT to conduct a programme of work to test behavioural insights across London. This programme included two randomised controlled trials (RCTs) in Croydon, and four scoping documents in more complex areas to assess the potential for behavioural projects in each. One of these was children's social care where we had worked with the Tri-Borough. In December 2016, we presented this work and recommended that the CAB consider proposals for children's social worker decision-making and enhancing secondary services. This document is a proposal for the first of these.

4 Project Approach

A fundamental finding in the behavioural science literature is that people have limited cognitive capacity. This means that when our minds are occupied we are more likely to make suboptimal decisions.[6] One way that our minds deal with this is by using mental shortcuts and intuition which allow us to go through our daily

lives without having to think deeply about everything we do. However, these approaches can also lead to certain behavioural biases in our decision-making.[7]

These biases occur in many professions,[8] and previous BIT research for the Department for Education (DfE) suggests they also occur at the point children are referred to local care services – the so called 'front door' of children's services.[9] Over 20% of children in England are referred to the front door of services by the time they are 5,[10] and social workers are required to decide which cases require further attention and which do not. These decisions have significant impacts on children and their families.

The research identified four key behavioural factors may complicate or reduce the efficiency of decision-making at the front door:[7]

1. Time and workload pressures increase the reliance upon social workers' intuition to make decisions;
2. A range of behavioural biases affect social workers' ability to make objective judgements on whether a case requires further assessment and action, or not;
3. The fact that many sequential decisions have to be made through the course of a single day engenders depletion or 'decision fatigue';[11] and
4. Social workers receive high volumes of information but it is often of relatively low quality.

While our research for DfE focused on the 'front door' of services, there is likely to be significant overlap with decision-making in the services' assessment team. Officers in the Tri-Borough were keen that the work included consideration of the assessment teams as well as the front door of services.
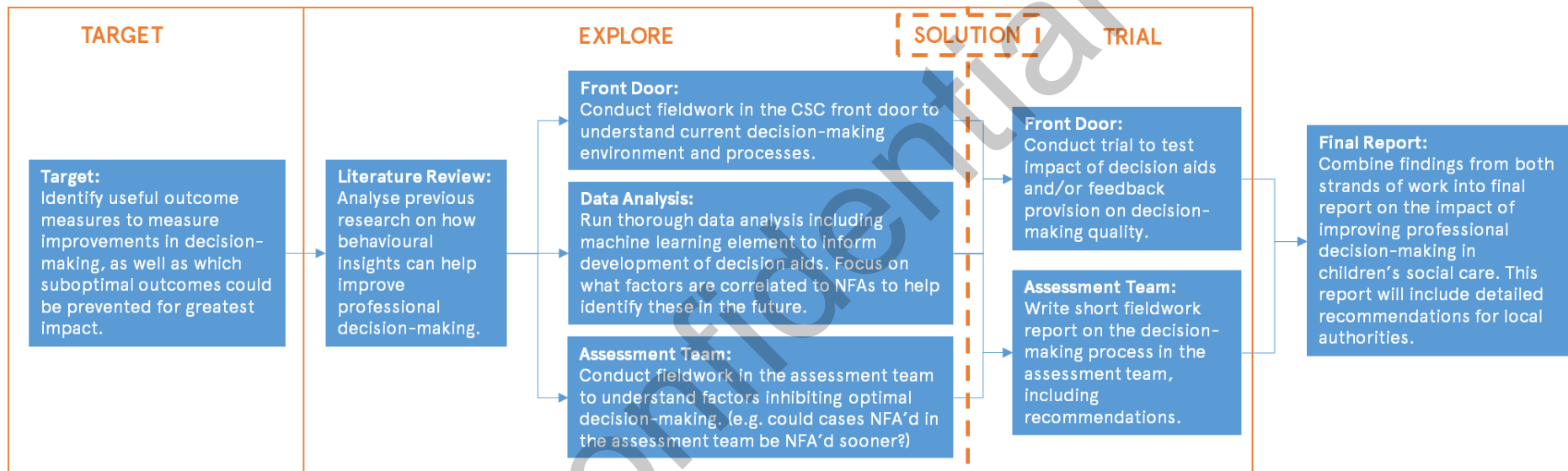
BIT and Tri-Borough therefore propose a project which considers social worker decision-making at the front door of services and in the assessment teams. The first stage of this will be a joint explore phase of both areas. Following this we will make a recommendation which we will aim to test in the front door team because the numbers of children are higher which makes robust measurement possible. For the assessment team we will make a recommendation or set of recommendations but we are not suggesting testing this in this proposal. This is because the volume of children that go through this team is lower and the time before decisions are made is longer, meaning that any trial would have to run for a much longer time. More detail on our project approach is given below.

It should be noted that on March 27th, 2017, the Tri-Borough announced that certain service sharing arrangements will likely be withdrawn. We have discussed this development with the interim Director of Children's Services across the Tri-Borough, and do not believe this impact this work.

5 Project Overview

This project focuses on a singular behavioural intervention – improving decision-making – in two different parts of the children's social care system. Several parts of BIT's project approach (which we describe further in the Methodology section, below) can be combined to reduce the relative cost of each. The below chart provides an overview of the project:

TARGET

Target:
Identify useful outcome measures to measure improvements in decision-making, as well as which suboptimal outcomes could be prevented for greatest impact.

EXPLORE

Literature Review:
Analyse previous research on how behavioural insights can help improve professional decision-making.

Front Door:
Conduct fieldwork in the CSC front door to understand current decision-making environment and processes.

Data Analysis:
Run thorough data analysis including machine learning element to inform development of decision aids. Focus on what factors are correlated to NFAs to help identify these in the future.

Assessment Team:
Conduct fieldwork in the assessment team to understand factors inhibiting optimal decision-making. (e.g. could cases NFA'd in the assessment team be NFA'd sooner?)

SOLUTION   **TRIAL**

Front Door:
Conduct trial to test impact of decision aids and/or feedback provision on decision-making quality.

Assessment Team:
Write short fieldwork report on the decision-making process in the assessment team, including recommendations.

Final Report:
Combine findings from both strands of work into final report on the impact of improving professional decision-making in children's social care. This report will include detailed recommendations for local authorities.

6 Methodology

The Behavioural Insights Team uses a bespoke methodological approach. It includes four key components as follows, with the weighting of each tailored to the needs of each project:

1	❓	**Target**
2	🌍	**Explore**
3	⚒	**Solution**
4	📊	**Trial**

For this project we will do Target and Explore for both teams. We will then develop a set of recommendations for the assessment team. For the front door team front door team we will move to Solution and Trial.

6.1 Target *(both teams)*

The first stage is to define the problem and, importantly, be clear about the outcome that we are aiming to achieve. This is informed by available data sources that can help determine impact. We think carefully about what the specific behaviours are that we would like to encourage, those we would like to discourage, and how the social impact of these changed behaviours can be measured.

Through the scoping work we have done with the Tri-Borough, we have started to develop useful target behaviours and measurements. Specifically, we will consider how best to measure improvements in social worker decision-making. One major challenge in children's social care is that it is not clear what constitutes a good outcome. An increase in cases could mean that people refer cases frivolously, but it could also mean that we have become better at identifying problematic situations. Fewer children being placed into care could mean that there are fewer children at risk of harm, but could also be the result of over referrals.

The outcome measures we use should serve as good proxies for improvements while allowing us to limit increases in risk. For example, while we have not decided on a final outcome measure yet we believe that consistency of decision-

making warrants further investigation. Research has shown wide discrepancies in decision-making consistency even in areas with relatively defined parameters such as criminal judges.[12] It is possible to measure consistency in decision-making and often to control for other factors to ensure this has not increased risk. Similarly, it would save social workers time and energy if we can help them identify that cases that receive No Further Action (NFA) earlier in the process (e.g. in the front door rather than at the assessment stage).

6.2 Explore *(both teams)*

The next phase involves in-depth exploration of the service(s) or organisation(s) with which we will work. There are two parts to this – to understand the perspective of the end-user, and to understand the system in which interventions will be delivered.

To do this, we draw on the lessons of 'design-thinking' and qualitative research, spending time observing end-user behaviour, mapping out contact points between the provider and the user, and interviewing front-line staff and other stakeholders. In addition, we analyse any historic and cross-sectional data available that describes the problem identified in the Target phase.

The Explore phase of this project will include a review of relevant academic literature, as well as further fieldwork and research into the specific context in the Tri-Borough. In our literature review we will combine the academic research on professional decision-making, and the barriers professionals face. For example, Nobel laureate Daniel Kahneman has looked at "noise", or random variability, in decisions made in financial sector organisations.[13] He finds that by providing professionals with useful feedback, a lot of this noise can be eliminated.

After conducting the literature review covering decision-making support that will apply to both strands of work, we will conduct fieldwork in the front door team and the assessment team separately. This will include interviews with managers and social workers in each team as well as observations of how work is done on a day-to-day basis.

As the staff in the front door of services deal with many more decisions, and the deadlines of these decisions are much shorter, we will aim to test a behavioural intervention in that team (see Solution and Trial sections below). In the assessment team, there are fewer cases and each case is held for much longer as social workers gather information before making a decision. We are therefore not suggesting a trial in the assessment team, as it would have to run for a lot longer than a trial in the front door team. Findings in the front door, however, can serve as an evidence base for future trials in the assessment team.

Instead of a trial in the assessment team, we will deliver a fieldwork report containing recommendations for future interventions, with particular attention to the similarities and differences between decision-making processes in the two teams.

6.3 Data Science

Alongside the Explore phase we will test a machine learning approach to analysing 5 years of historic referral data and case notes. We will aim to develop a predictive model of risk. This model will seek to find factors that are associated with cases receiving NFA. If this model finds factors which predict the chance of a case being NFA'd we will aim to create a decision aid for social workers. This could, for example, consist of a prompt social workers receive when they refer cases to the assessment team that are likely to receive an NFA.

BIT is involved in an ongoing partnership with the Cabinet Office which includes budget for innovative applications of data science. Under this partnership, the Cabinet Office will support data science such as the predictive analytics approach outlined above. This means that only half of the cost of the predictive analytics work is included in this proposal. The other half would be funded by the Cabinet Office. This funding would require that the approach and findings be shared with the Cabinet Office once completed. The Cabinet Office will not receive personalised and/or identifiable data, and the exact format in which the findings are shared will be agreed upon with the Tri-Borough. If the CAB and/or the Tri-Borough cannot agree to this, the total cost of the project would increase by £5,480 to £82,370 plus VAT.

6.4 Solution *(front door team only)*

The third phase is to design the intervention in the front door team. BIT uses a variety of tools and processes to design behavioural interventions, including:

a. Drawing on the existing evidence base. The BIT library of behavioural findings is a constantly updated resource of the most robust results from the fields of behavioural economics and experimental psychology;

b. Using MINDSPACE and EAST, two published frameworks developed based on the work of BIT to identify new ideas, applications and adaptations to existing policies/processes;

c. Employing the institutional knowledge and experience of the Behavioural Insights Team. We have conducted more randomised controlled trials in the last three years than the whole of the UK Government combined in its history. These trials cover a broad range of policy areas, and the resulting data and case studies on what has worked elsewhere are a valuable tool when approaching new problems.

BIT believe that, like other professions, front door social workers would benefit from being provided performance-based feedback. Feedback is crucial in learning processes, and without receiving feedback people may not be aware that their behaviour is suboptimal. Currently, feedback provision in the front door teams is relatively informal and unstructured. This is a function of the system's structure, as front door staff are not aware of what happens to cases they have handled (unless these cases re-enter the system)[1]. We will consider the provision of timely performance-based feedback during our Solution phase.

Our solution will depend on the fieldwork, literature review and predictive analytics work (see Explore section). If the predictive analytics work finds factors that are strongly associated with being NFA'd we may use these to build a decision aid for social workers. If it does not we will pursue an alternative option such as providing social workers feedback on cases they referred but were NFA'd.

We will work in collaboration with the front door team to develop the intervention, to ensure that it is applicable to their work and not overly burdensome.

6.5 Trial *(front door team only)*
In the final phase of our methodology, we design a trial to determine the causal impact of the intervention to a high degree of scientific rigour. We then analyse the results and provide recommendations for future policy.

We propose running a trial to improve decision-making in the front door of services. We will pursue the most rigorous evaluation method feasible, and our ideal approach would be to conduct a randomised controlled trial (RCT). However, it may not be possible to run an RCT because of the numbers of cases coming into the front door, the number of social workers or the way that cases are allocated to social workers. If we find that this is the case we will consider a difference-in-difference analysis. This method of evaluation compares the area with the intervention to other areas that have similar trends.

The difference-in-difference approach would work under the assumption that we can identify councils similar to the ones in the Tri-Borough that would be willing to share their data. The Tri-Borough is part of the West London Alliance, which can help us contact other Councils. In addition, the CAB may be able to support this project by connecting London Councils members to this project.

---

[1] This does not apply in Kensington and Chelsea where social workers stay with cases from front door through to assessment and beyond.

If we cannot run an RCT and we are unable to satisfy the assumptions on which a difference-in-difference analysis is based, we will pursue other quasi-experimental methods. This would result in a slightly less robust outcome, but can still serve as critical early evidence in a space where rigorous evaluation is sparse.

7 Project Plan

The table below outlines the key stages of the project.

Task		Description	Days
Phase 1: **TARGET**		BIT and the Tri-Borough are in agreement on the target behaviour – supporting social worker decision-making. We have identified several potential outcome measures that could be used to evaluate the effect of our intervention, for example the rate of NFA in the assessment team and the rate of re-referrals. We will work with the Tri-Borough find additional outcome measures and narrow down on the most useful ones. Our time at this stage will also be spent ensuring that these outcome measures are feasible, and that we will have access to the data we need to robustly analyse our results. Once data access is secured, we will also assess whether there are additional outcome measures we could use.	5
1.1	Clarify objectives		
1.2	Define data requirements		
Phase 2: **EXPLORE**		We will conduct a combination of field and desk research to understand the context of the project, including: ● Evidence review of the existing literature on professional decision-making, and the lessons for it from behavioural science. ● Visits to trial partner settings to identify opportunities and feasibility of interventions. This will include visits to the front door and assessment teams, during which we will aim to observation current practive and interview social workers.	28
2.1	Literature review		
2.2	Field research		

		• Meetings with key stakeholders to identify the feasibility of introducing interventions and to make sure that any changes align with priorities of the Tri-Borough and London Councils. • Analysis of currently held data from the trial partners to inform the intervention and evaluation design.	
2.3	Assessment team fieldwork report	We will write a fieldwork report on decision-making in the assessment team, which will be delivered alongside the final report. This fieldwork report will include detailed recommendations on how decision-making in the assessment team might be improved.	9
2.4	Predictive analytics	We will use a machine-learning approach to analysing the Tri-Borough's historic data. Outcomes of this analysis will be used to build a predictive model. If we can develop a model with enough predictive power, this may inform our intervention in the form of a decision aid.	8
Phase 3: **SOLUTION**		During this stage, we draw on our MINDSPACE[14] and EAST frameworks[15] alongside the relevant behavioural science literature. This will focus on improving professional decision-making, specifically in children's social care. We will also work closely with the front door team during this iterative process to ensure the intervention is applicable to their work and not overly burdensome. The intervention we develop will be tested in the front door during Phase 4: Trial.	12
3	Intervention design		
Phase 4: **TRIAL**		We will write a trial/evaluation protocol for the trial at the front door, which will set out how the interventions will be implemented and evaluated. We will also project manage the roll-out of the interventions. Once the evaluation is complete our specialist research team will analyse the data in line with the trial protocol and we will draft a trial report which will summarise the headline findings.	23
4.1	Power calculations		
4.2	Trial protocol		
4.3	Implementation		
4.4	Data analysis		

		BIT will follow its internal ethical approval process, as well as the Tri-Borough's ethical clearance process.	
Phase 5: Governance, Reporting & Quality Assurance		We will prepare a final report bringing together all our work on the project, including the findings from the front door trial and the fieldwork report on the assessment team. We will also deliver a presentation of the projects to the CAB, including headline findings. Findings will be published by BIT, and BIT will work with the CAB to ensure the CAB can share relevant findings across the local government sector in London.	9.5
5.1	Preparing and delivering final report		
5.3	Monitoring and QA	Throughout the project, we will apply BIT's internal project oversight and quality assurance procedures. An internal policy expert who is not part of the project team will be assigned as Quality Assurance (QA) lead to ensure the quality and rigour of the project, while our Head of Research will oversee our data analysis. When the final report is in the final stage of preparation it will be reviewed by the QA lead, who will have to sign off the work. At this stage, the report will also be shared with Tri-Borough for comment. The work is only signed off once all the issues identified during the QA review, and any comments from the Tri-Borough have been addressed. This ensures our work is of the highest possible standard.	6.5
5.4	Project oversight		

8 Deliverables

BIT will deliver the following to the Tri-Borough and the CAB:

1) An overview of the academic literature on professional decision-making in children's services. This literature review will inform our intervention design, and will be delivered before the implementation of the trial.

2) A short fieldwork report on decision-making in the assessment team. It will provide high level advice on how decision-making in the assessment team can be improved, and will assess the similarities and differences between the decision-making processes in the respective teams. Insights on these similarities and differences will inform our recommendations in the final report, as they will allow us to determine whether a similar intervention as we use in our trial might work in the assessment team.

3) A predictive model for assessing risk from referral notes and case notes. BIT will share the model with the Tri-Borough, but will only use it to inform the intervention if it has sufficient predictive power. BIT will discuss with the CAB and the Tri-Borough which format this deliverable should take for it to be of the most use.

4) A description of the trial for the Tri-Borough to sign off, outlining the proposed evaluation in detail including the intervention to be trialled, implementation plans and a pre-specified evaluation plan. Sign off of this document will ensure that there is agreement on the approach that will be taken as well as the method of evaluation.

5) A final report describing this project, including the fieldwork and intervention design in the front door and the findings from the trial. This final report will conclude with a list of recommendations for improving children's social care decision-making more broadly, with a particular focus on how the findings from this project can be applied in other authorities.

9 Timetable

The start date of this project will be set in agreement with the Tri-Borough and the CAB

Month	1	2	3	4	5	6	7	8	9	10	11	12	13
Fieldwork *Both projects*	█	█											
Review of literature *Both projects*	█	█											
Analysis of historic data *Testing a predictive model*		█	█	█									
Design trial *Front door*			█	█									
Implement trial[2] *Front door*					█								
Run trial[3] *Front door*							█	█	█	█			
Fieldwork Report *Assessment team*								█	█	█			
Analyse findings *Front door*											█		
Write up final report *Both projects*											█		
QA *Both projects*												█	
Comments from partners *Both projects*												█	
Provide final report to partners *Both projects*													█
Present to the Capital Ambition Board *Both projects*													█

[2] If we need to go through extensive external ethical clearance to implement this trial, this would delay our implementation slightly.

[3] Depending on the chosen design of the trial, it may need to run for longer than 5 months.

10 Contract charges[4]

Job title	Day rate	No. days	Total cost[5]
Managing Director	£1,846	1	£1,846
Head of Research	£881	2	£1,762
Principal Advisor	£881	6	£5,286
Head of Data Science	£881	7	£6,167
Head of Local Government	£881	21	£18,501
Advisor (Data Science)	£677	4	£2,708
Advisor	£677	17	£11,509
Associate Advisor	£677	43	£29,111
		101	£76,890

11 Personnel

11.1 Project Team

Michael Hallsworth – Managing Director – CHEER[6] cluster

Michael is Director of Health and Tax at the Behavioural Insights Team. He has worked on health policy issues with the Department of Health, NHS England, Public Health England, the European Commission, and the World Economic Forum. He was previously a Senior Policy Advisor at the Cabinet Office and, while at HMRC, he won a Civil Service Award for running large-scale randomised controlled trials applying behavioural economics to increase tax collection. When at the Institute for Government he co-wrote the MINDSPACE report, which is one of the main frameworks used by the UK government to apply behavioural thinking to public policy. He has a PhD in behavioural economics from Imperial College London, and a First Class MA and MPhil from the University of Cambridge. He has been published in *The Lancet,* the *Journal of Public Economics*, the *Journal of Economic Psychology,* the *Journal of Health Systems Research and Theory*, the *Oxford Review of Economic Policy* and *PLOS One*.

Tim Pearse – Senior Advisor - Head of Local Government

Tim Pearse is a Senior Advisor and leads BIT's work with local government. Prior to joining BIT he worked as a Senior Strategy Adviser on public service reform in the

---

[4] These charges reflect the cost of the project if the data science findings can be shared with the Cabinet Office, which would in turn share in the costs through BIT's ongoing data science collaboration. If this is not possible, the cost would increase by £5,480 to £82,370 plus VAT.
[5] Not including VAT
[6] Communities, Health, Employment, Equality, and Revenue

Cabinet Office including on social investment and payment by results. This included working across central and local government to set up multi-million pound programmes to pilot innovative approaches with hard to reach groups such as young homeless people and children in care. Prior to that he held posts at the Home Office both as an economist and in policy. He holds an MSc in economics from University College London.

Andy Hollingsworth – Senior Advisor – BIT North

Andy is a Senior Advisor in BIT UK:North, based in Manchester. He works on a range of projects across local public services, focusing on the areas of skills and economic development, adult social care, and children's services. Prior to joining BIT, Andy worked in local government, most recently as Senior Policy Advisor at the Society of Local Authority Chief Executive (Solace). He studied Mathematics and Philosophy at the University of Bristol.

Pieter Cornel – Associate Advisor

Pieter is an Associate Advisor working in the local government team within the CHEER cluster. He has worked on projects related to public health, including obesity prevention and vaccination uptake, as well as recycling behaviours, children's social care, and adult social care. Pieter holds an MSc in Media and Communication from the London School of Economics, and a BA in International Relations and Philosophy from Claremont McKenna College in Claremont, California.

11.2 Research

Michael Sanders – Head of Research and Evaluation

Michael Sanders is the Head of Research at the Behavioural Insights Team. His team supports the Behavioural Insights Team's evaluation capabilities, in particular the use of randomised controlled trials to test public policy interventions. Michael has extensive experience, having run over 150 field trials whilst working with the team, across a diverse range of policy areas. Michael holds an MSc in Economics and Public Policy, and a PhD in Economics, both from the University of Bristol, and completed postdoctoral studies at Harvard's Kennedy School of Government. He is currently an Associate Fellow at Oxford's Blavatnik School of Government, where he lectures in Behavioural Science and Policy.

James Lawrence – Senior Advisor – Head of Data Science

James is the Head of Data Science within BIT's Research and Evaluation team. Before joining BIT, James worked as a statistical consultant for RSA insurance UK, applying machine learning techniques to predict customer behaviour. He has also conducted and published statistical ecology research into the population dynamics of North

American wildlife, using statistical simulation techniques. James holds a MMath and BA from the University of Cambridge. In his master's thesis, he examined the effects of measurement error on classification problems.

Daniel Gibbons – Advisor (Data Science)

Daniel is an Advisor on the Research team and focuses on data science including predictive models, policy evaluation, and cost-benefit analysis. This work occurs primarily in health, crime and education applications. Prior to BIT, Daniel worked for Synergies Economics Consulting, a Brisbane-based firm specialising in infrastructure and competition economics as well as teaching university courses and as a private statistical consultant for two Australian medical practices. Daniel holds a Master's degree in Economics from the University of Cambridge, and in Mathematics from the University of Queensland.

Martin Sweeney – Advisor

Martin Sweeney is an Advisor on the Research & Evaluation Team. He works on trial design, data cleaning, data analysis, and results reporting for projects that require more advanced research support. Martin's work spans multiple policy areas, including revenue collection, policing, and take-up of government services. Before joining BIT in London, Martin worked at the BIT North America office, where he developed behavioural interventions and designed and analysed randomised evaluations for six US cities. Martin has also worked in international development as an analyst at Innovations for Poverty Action, where he managed and analysed survey and administrative data for randomised controlled trials led by Professor Dean Karlan (Yale University). Martin holds a BA with honours from Middlebury College with majors in Economics and Environmental Studies.

11.3 Quality Assurance

Hugo Harper – Principal Advisor

Hugo is a Principal Advisor in the Behavioural Insights Team with a focus on health policy. As well as working closely with the Department of Health and Public Health England in the UK he has spent time in both Singapore and Australia developing the adoption of a more behavioural approach to policy implementation. Hugo holds an MSc, with distinction, in Behavioural and Economic Sciences from the University of Warwick, as well as a BA in Psychology and Physiology from Oxford University. Before joining the team Hugo worked for Q5 Consultants.

12 Endnotes

[1] Department for Education (2015). *Characteristics of children in need: 2014 to 2015.* Retrieved from: https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/469737/SFR41-2015_Text.pdf

[2] Smith, N., Phillips, D., Simpson, P., Eiser, D., Trickey, M. & Payne, J. (2016). *A time of revolution? British local government finance in the 2010s.* London: Institute for Fiscal Studies.

[3] Kirkman, E., & Melrose, K. (2014). Clinical Judgement and Decision-Making in Children's Social Work: An analysis of the 'front door' system. Retrieved from: http://www.behaviouralinsights.co.uk/publications/clinical-judgement-and-decision-making-in-childrens-social-work-an-analysis-of-the-front-door-system/; Behavioural Insights Team (2016). Decision-making in children's social care: quantitative anlaysis. Retrieved from: http://www.behaviouralinsights.co.uk/publications/decision-making-in-childrens-social-care-quantitative-analysis/

[4] Kirkman, E., & Melrose, K. (2014). Clinical Judgement and Decision-Making in Children's Social Work: An analysis of the 'front door' system. Retrieved from: http://www.behaviouralinsights.co.uk/publications/clinical-judgement-and-decision-making-in-childrens-social-work-an-analysis-of-the-front-door-system/

[5] Behavioural Insights Team (2014). *EAST: Four simple ways to apply behavioural insights.* Retrieved from: http://www.behaviouralinsights.co.uk/publications/east-four-simple-ways-to-apply-behavioural-insights/

[6] Sweller, J. (1988). Cognitive load during problem solving: Effects on learning. *Cognitive science*, *12*(2), 257–285.

[7] Kahneman, D. (2011). *Thinking, fast and slow.* Macmillan.

[8] Arnold, V., Collier, P. A., Leech, S. A., & Sutton, S. G. (2000). The effect of experience and complexity on order and recency bias in decision-making by professional accountants. *Accounting & Finance*, *40*(2), 109–134; Kumar, S., & Goyal, N. (2015). Behavioural biases in investment decision-making–a systematic literature review. *Qualitative Research in financial markets*, *7*(1), 88-108.

[9] Kirkman, E., & Melrose, K. (2014). Clinical Judgement and Decision-Making in Children's Social Work: An analysis of the 'front door' system. Retrieved from: http://www.behaviouralinsights.co.uk/publications/clinical-judgement-and-decision-making-in-childrens-social-work-an-analysis-of-the-front-door-system/

[10] Bilson, A., Martin, K. (2016). Referrals and Child Protection in England: One in Five Children Referred to Children's Services and One in Nineteen Investigated before the Age of Five. Retrieved from: https://academic.oup.com/bjsw/article-abstract/doi/10.1093/bjsw/bcw054/2622314/Referrals-and-Child-Protection-in-England-One-in?redirectedFrom=fulltext

[11] Danziger, S., Levav, J., & Avnaim-Pesso, L. (2011). Extraneous factors in judicial decisions. *Proceedings of the National Academy of Sciences*, *108*(17), 6889–6892.

[12] Anderson, J. M., Kling, J., R., & Stith, K. (1999). Measuring interjudge sentencing disparity: Before and after the federal sentencing guidelines. *The Journal of Law and Economics,* 42(S1), 271–308.

[13] Kahneman, D., Rosenfield, A. M., Ghandi, L., & Blaser, T. (2016). Noise: How to Overcome the High, Hidden Cost of Inconsistent Decision Making. *Harvard Business Review, October 2016.* Retrieved from: https://hbr.org/2016/10/noise

[14] Cabinet Office & Institute for Government (2010). *MINDSPACE.* Retrieved from: http://www.behaviouralinsights.co.uk/publications/mindspace/

[15] Behavioural Insights Team (2014). *EAST: Four simple ways to apply behavioural insights.* Retrieved from: http://www.behaviouralinsights.co.uk/publications/east-four-simple-ways-to-apply-behavioural-insights/

THE BEHAVIOURAL INSIGHTS TEAM

Improving Communications in Children's Social Care in the Tri-Borough

A proposal from the Behavioural Insights Team

April 2017

Table of Contents

1 Summary

One of the most important responsibilities of local authorities is safeguarding society's most vulnerable children. Pressures on children's social care teams across the country are increasing, as the number of Child Protection Plans and Looked After Children has risen in every year since 2010.[1] Over the same time period, local authorities' budgets have been cut by 26%.[2] As a result children's social care teams have been searching for ways to become as effective as possible. As we outline below, improving routine communications used by children's social care teams can help to achieve this.

Based on scoping work done for London Councils in 2016 we have identified two ways that behavioural insights could improve outcomes using routine communications in children's social care in the Tri-Borough. These are:

1. **Increasing the uptake of Early Help services by families who have received written invitations.** One way that local government is becoming more effective is by focusing on preventative services, which are often much more cost effective than acute services. Children's services departments have been doing this by investing in Early Help services, which aim to work with families when there are indicators of emerging difficulties in order to prevent escalation to acute services. Because these services are not mandatory they are only effective if people decide to use them. This relies on the quality of the communication between the Council and potential service users.

2. **Increasing foster care recruitment by improving recruitment materials.** Councils have been considering how to continue to provide services for reduced costs. One way to do this is to increase in-house foster care provision. Placing children with foster carers is significantly cheaper than placing them in residential care and provides the child with more personal attention and care. The effectiveness of recruiting foster carers also relies in large part on the effectiveness of a council's communications.

BIT believes that the response to these communications could be improved with the inclusion of behavioural insights. Behaviourally informed improvements of communications have been proven effective in many different fields. For example, BIT has used behaviourally informed communications to increase the number of students from disadvantaged backgrounds to apply to and attend university,[3] to increase legacy giving,[4] to reduce fly-tipping,[5] to improve gender equality in recruitment,[6] to increase teacher recruitment and motivation,[7] to increase charitable donations in the workplace,[8] and to increase organ donation registrations.[9]

It should be noted that on March 27th, 2017, the Tri-Borough announced that certain service sharing arrangements will likely be withdrawn. We have discussed this development with the interim director of Children's Services across the Tri-Borough, and do not believe this impact our ability to deliver this work.

As a result, BIT propose to work with the Tri-Borough to improve these two routine communications by children's social care teams. The total project cost is £63,309 plus VAT. The specific start date and duration of the project will be determined in partnership with the Tri-Borough. BIT will work with the Tri-Borough and London Councils to ensure the findings can be effectively communicated and shared across London. The rest of this document sets out the proposed approach, timescales and a detailed breakdown of costs.

2 The Behavioural Insights Team

The Behavioural Insights Team (BIT) is a unique company. We started life in 2010 inside the Prime Minister's Office in Downing Street, as the world's first government institution dedicated to the application of behavioural sciences. We are now a world-leading consulting firm whose mission is to help organisations in the UK and overseas to apply behavioural insights in support of social purpose goals.

BIT combines a rich understanding of the behavioural sciences with a deep knowledge of specific public policy areas. By applying the necessary pragmatism to make things happen inside government, the team has had substantial policy successes in the UK and overseas, including reducing absenteeism in further education colleges, reducing hospital appointment non-attendances, and increasing the number of organ donor registrations.[10] At the heart of this approach is rigorous testing and trialling that enables us to know which intervention is most effective.

3 Project Background

In July 2016, the London Councils Capital Ambition Board (CAB) commissioned BIT to conduct a programme of work to test behavioural insights across London. This programme included two randomised controlled trials (RCTs) in Croydon, one focused on improving recycling rates and one on reducing housing benefit overpayments. In addition, BIT developed four scoping documents in more complex areas to assess the potential for behavioural projects in each. One of these was children's social care where we worked with the Tri-Borough. In December 2016, we presented this work and recommended that the CAB

consider proposals for children's social worker decision making and enhancing secondary services. This document is a proposal for the second of those.

We recommended two streams of work to enhance secondary services:

1) Increasing uptake of Early Help services to reduce future referrals and prevent families with issues from escalating to the point where they meet statutory thresholds
2) Increasing foster carer recruitment to enable the Tri-Borough to safely place more children with foster carers.

Each of these projects would involve improving routine communications by the Tri-Borough children's social care teams.

4 Project Approach

Applying behavioural insights to improve communications is a tried and tested approach. For example, BIT has changed communications to increase the number of students from disadvantaged backgrounds to apply to and attend university,[3] to increase legacy giving,[4] to reduce fly-tipping,[5] to improve gender equality in recruitment,[6] to increase teacher recruitment and motivation,[7] to increase charitable donations in the workplace,[8] and to increase organ donation registrations.[9] Here we set out our approach to changing routine communications from children's services departments.

It should be noted that on March 27th, 2017, the Tri-Borough announced that certain service sharing arrangements will likely be withdrawn. We have discussed this development with the interim director of Children's Services across the Tri-Borough, and do not believe this impact our ability to deliver this work.

4.1 Increasing uptake of Early Help

'Early Help' aims to support families before they are in crisis. It is a broad term that covers a range of services. Through the Early Help offering, families can, among other things, receive parenting classes, get connected to children's centres, and receive legal advice. Early Help workers also coordinate wider services for families.

Although many families are referred to Early Help services each year, uptake is voluntary and is relatively low. Increasing take up of these services could help families avoid crisis and therefore reduce demand on the children's social care system in the medium term. For example, parenting programmes can help prevent their children from developing a conduct disorder at a low cost.[11]

The Early Help teams in each of the Tri-Borough areas use letter templates to encourage families to reach out, or to schedule appointments. These templates are adjusted by the case workers depending on the specific circumstances of the referral. While the personalisation of letters reflects good practice according to behavioural science, there are various ways the letters can be made more engaging and clearer. For example:

- **They could provide a clear call to action.** Surprisingly often, communications meant to get people to take up a certain behaviour are simply not clear enough in what they want people to do. For example, in Australia BIT improved payment rates of fines by making it clearer that the letters people received was, in fact, a fine that had to be paid.[10]
- **Encourage parents to take up services by helping them reflect on what they value about parenthood.** People who are part of a group that is often stereotyped have been found to behave accordingly to that stereotype more often when actively reminded of how they are seen – a phenomenon called 'stereotype threat'.[12] However, this phenomenon can be overcome by getting people to focus on their individual values. BIT helped increase BME police recruits to perform well on the entry test, by asking them to focus on their values and why they wanted to be a police officer.[13]
- **Help them make clear plans for how and when to engage with services.** Detailed plans that take the shape of 'if-then' have been used in a variety of settings to help people overcome obstacles and follow through on plans.[14] It is important, here, to break down the process into small steps (e.g. submitting completed application materials).
- **By making it much easier to find relevant information** such as what the various resources can help with and how best to contact them. Even small 'friction costs' reduce the likelihood that people engage in desired behaviours.[10] Making sure the most relevant information is easily visible and clear takes a small burden off the recipient of the letter.

BIT will focus in particular on the initial means of contact used by Early Help teams, as these first impressions can be crucial in getting families to engage.

4.2 Foster carer recruitment

Increasing foster care recruitment also has the potential to be immensely impactful. Safeguarding children in full time residential care is very expensive for local authorities. If these children could be placed with foster carers, they would receive more individualised care at a much lower cost.

Unfortunately, like other local authorities, the Tri-Borough doesn't have enough foster carers to meet demand. It tends to recruit 10-15 new foster carers a year. Low numbers are partly due to the low conversion rate of applications; currently around 3%. This is partly a structural issue: the majority of applicants are not actually eligible because they do not have a spare room or have a criminal record.

6

The other reason that recruitment is low is that becoming a foster carer is a very significant commitment which many people will not consider.

The foster care recruitment team currently use leaflets that existing foster carers can give to people they know who might be interested in fostering. These are of particular interest to BIT, as this type of communication implicitly uses a network nudge approach.[8] When people receive messages from people they know and trust, rather than from organisations or people they don't know, they respond differently. This is called the messenger effect.[11] This network nudge approach can be used to target people who are more likely to meet eligibility criteria, and who are more likely to take harder placements (because they are more familiar with fostering).

In addition to leveraging the messenger effect, BIT could investigate the best way to frame the financial rewards of fostering. In particular, the current policy offers financial rewards for foster carers when someone they have referred goes through the different stages of the application process. Behavioural science literature shows that the same reward can be more or less effective depending on how it is used. For example, pooling money into lotteries with a high possible pay-out (as opposed to giving everyone an equal, smaller amount) seems to be more effective in some cases.[10] In addition, financial rewards for behaviour that we normally see as 'doing something good' can backfire and make people actually less likely to engage in the desired behaviour.[15]

For these reasons, we will focus on the fostering 'network nudge' recruitment communication.

4.3 Evaluation

When possible, BIT seeks to evaluate its interventions using randomised controlled trials (RCTs). In such a trial, we randomly select the population into two groups that are, because of the randomisation, as similar as possible. We then apply our intervention to one group and not the other, so that we can measure the causal impact. This allows us to detect when an effect is due to the intervention, but also when an effect is simply reflecting broader trends. RCTs work well for determining causality of a small, discrete change, and are generally used to test medications.

To ensure that the effects are not due to random chance RCTs require a large population to draw and randomise from. For this reason, we believe it will likely not be possible to run an RCT in these areas. However, improving outcomes in children's services would lead to very high social impact and we are keen that behavioural insights plays its role. Therefore, we will seek other ways to measure changes as robustly as possible.

Because more people will be directed to Early Help we expect a more quantitatively robust approach to be possible in this area. The feasibility of an

RCT in that space depends on the number of people that are invited to and take up Early Help services, the level of cooperation and coordination between these services, and the quality of data that is captured (e.g. is there a register of who has contacted each services). If an RCT is possible in that space we will conduct one. If not, the evaluation of the trial in this area could rely on a quasi-experimental design such as comparing changes in take up to other London Boroughs.

The extremely low numbers of foster carers recruited each year make robust quantitative analysis difficult. We will aim to measure changes in levels of interest or recruitment over time although it is unlikely we will be able to firmly attribute changes to the intervention. For example, while none prove causality we could compare the evidence from pre/post comparison, correct for seasonal trends, and compare to trends in similar Boroughs (possibly through a difference-in-difference analysis). Alongside this, we will conduct a qualitative evaluation to better understand why people decided to pursue or not pursue becoming a foster carer.

In both Early Help and Foster carer recruitment we are aiming to begin to build the evidence on what works. The evidence we gather could make the case for a large-scale trial in the future.

5 Project Overview

This project will focus on improving communication materials in two different parts of the children's social care system. Several stages of BIT's project approach (which we describe further in the Methodology section, below) can be combined to reduce the relative cost of the project. The below chart provides an overview of BIT's approach to the project:
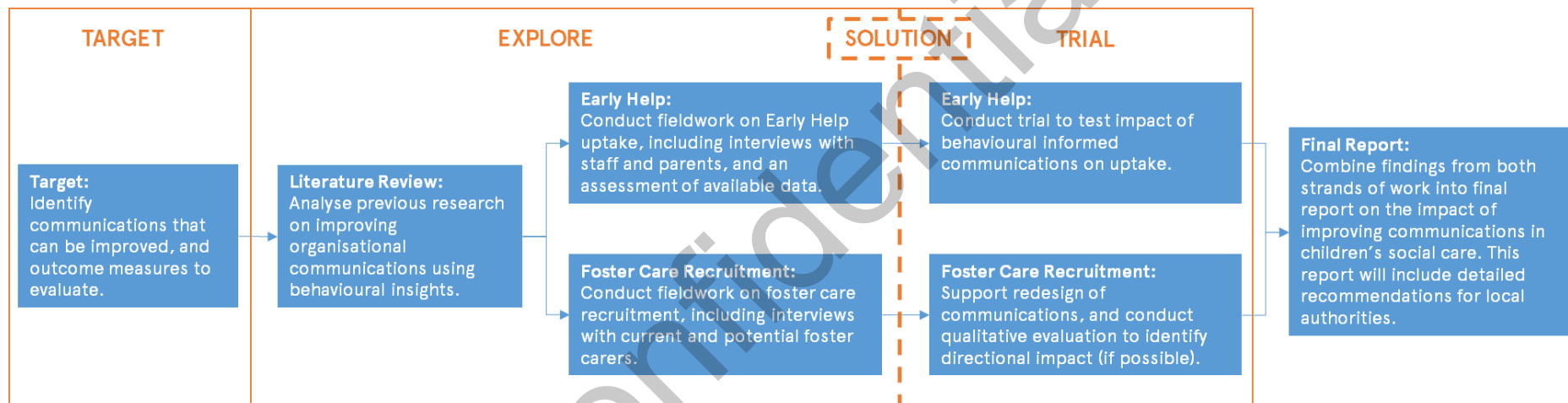
6 Methodology

The Behavioural Insights Team uses a bespoke methodological approach. It includes four key components as follows, with the weighting of each tailored to the needs of each project:

1	❓	**Target**
2	🌍	Explore
3	✕	Solution
4	📊	**Trial**

6.1 Target

The first stage is to define the problem and, importantly, be clear about the measurable outcome that we are aiming to achieve. This is informed by available data sources that can help determine impact. We think carefully about what the specific behaviours are that we would like to encourage, those we would like to discourage, and how the social impact of these changed behaviours can be measured. In addition, we set timeframes within which we expect to detect an impact.

During the work we have done with the Tri-Borough in the past months, we have started to develop useful potential target measurements. We will explore the following outcome measures:

Early Help

1. Response rate to materials;
2. Percentage of invited families that take up Early Help offering;
3. Percentage missed appointments;
4. Duration of engagement with Early Help; and
5. Re-referral rates into social care (e.g. longer term outcomes).

Fostering

6. Initial expressions of interest;
7. Percentage of applicants progressing to each stage;
8. Number of foster carers recruited;
9. Percentage of new foster carers that take on more challenging placements;

10. Percentage of applicants that meet recruitment criteria (e.g. that have spare room and do not have a criminal record); and
11. Perceived support by social workers, and their perceived readiness.

We are still considering whether we will measure these on an aggregate level or track people that received the new communication through the system.

Once this work is approved BIT can commence more rigorous assessment of the available data to ensure that the outcome measures we identified are (or can be) captured accurately. In addition, we will investigate which secondary measures may be useful to shed light on the mechanics underlying the behaviours in each area.

6.2 Explore
The next phase involves in-depth exploration of the service(s) or organisation(s) with which we will work. There are two parts to this – to understand the perspective of the end-user, and to understand the system in which existing interventions relevant to the policy area are delivered.

To do this, we draw on the lessons of 'design-thinking' and ethnography, spending time observing end-user behaviour, mapping out contact points between the provider and the end user, and interviewing end users, front-line staff and other stakeholders. In addition, we analyse any historic and cross-sectional data available that describes the problem identified in the Target phase.

The Explore phase will include a review of the academic literature on behaviourally informed communication materials that will inform both strands of work. It will also include further fieldwork and research into the specific context in the Tri-Borough. This will be done separately for the Early Help team and the foster carer recruitment team. For Early Help this fieldwork will include looking at the existing communication materials, speaking to service users, and speaking to representatives for the services on offer.

For foster carer recruitment, we will also conduct interviews with current and potential foster carers as well as the staff in the recruitment teams to inform our recommendations. We will also review the current communication, and the other materials new foster care applicants are given.

6.3 Solution
The third phase is to design the intervention. The Behavioural Insights Team uses a variety of tools and processes to design behavioural interventions, including:

a. Drawing on the existing evidence base. The Behavioural Insights Team library of behavioural effects is a constantly updated resource of the most robust findings from the fields of behavioural economics and experimental psychology;

b. Using MINDSPACE and EAST, two published frameworks developed by The Behavioural Insights Team to develop new ideas, applications and adaptations to existing policies / processes;

c. Employing the institutional knowledge and experience of The Behavioural Insights Team. We have conducted more randomised controlled trials in the last three years than the whole of the UK Government combined in its history. These trials cover a broad range of policy areas, and the resulting data and case studies on what has worked elsewhere are a valuable tool when approaching new problems.

Applying behavioural insights to communications to improve outcomes is a tried and tested approach, that has been proven successful in areas ranging from increasing tax payments[10] and charitable donations[8] to getting more people to register as organ donors.[9]

Lessons from these trials, and from the behavioural insights literature, will inform our Solution phase. For example, we will consider alternative motivations for becoming a foster carer which we have successfully used to increase the recruitment of teachers.[7] In 2015, BIT supported the Somerset Challenge – a school-led collaborative partnership that sought (among other things) to increase teacher recruitment in rural areas of Somerset. We tested communications focused on the social impact of working as a teacher ("are you ready to make a difference"), as well as ones that highlighted the challenge of teaching ("are you up for the challenge"). Perhaps surprisingly, engagement by potential recruits who had just been told how challenging the job is was almost 70% higher (6.2% of those whoe received the 'challenge' email clicked through, compared to 3.6% with the 'pro-social' email).

6.4 Trial

In the final phase of our methodology, we design an evaluation to determine the impact of the intervention. For this project we do not expect a randomised controlled trial to be possible. However, we will evaluate impact as robustly as possible.

In Early Help we expect a quantitative evaluation to be possible. We will pursue the most rigorous evaluation method feasible. The exact approach will be driven by the data available once BIT and the Tri-Borough have established a data-sharing agreement. If a randomised controlled trial is not possible, we will consider a number of quasi-experimental methods including difference-in-difference analysis, a step-wedged trial design, and pre-post analysis.

In foster care recruitment, it will not be possible to conduct an RCT due to the low numbers of approved foster care applications each year. However, BIT has extensive expertise in evaluation of complex areas, and we will pursue the most rigorous evaluation possible. Because quantitative analysis is less likely to provide

definitive answers due to the low numbers, BIT will combine this with a qualitative evaluation that will help inform our recommendations.

7 Project Plan

The table below outlines the key stages of the project.

Task		Description	Days
Phase 1: **TARGET**		BIT and the Tri-Borough are in agreement on the broad outcomes that we seek to achieve – increasing the proportion of contacted parents who take up Early Help services, and improving the Tri-Borough's foster carer recruitment (e.g. by increasing initial expressions of interest, and/or by having a higher conversion rate from communications). Our time at this stage will be spent understanding the exact way that we can measure these outcomes and ensuring we will have access to the data we need to analyse our results.	7
1.1	Clarify objectives		
1.2	Define data requirements		
Phase 2: **EXPLORE**		We will conduct a combination of field and desk research to understand the context of the project, including: ● An evidence review of the existing literature on improving clarity of and engagement with routine communications by professionals. ● Visits to partner settings to identify opportunities and feasibility of interventions. This will include visits to the Early Help providers, and conversations with foster carers and the foster care recruitment team. ● Meetings with key stakeholders to identify the feasibility of introducing interventions and to make sure that any changes align with priorities of the Tri-Borough and London Councils. ● Analysis of currently held data by the Tri-Borough to inform the intervention and evaluation design.	22
2.1	Literature review		
2.2	Field research		
Phase 3: **SOLUTION**			13.5

3	Intervention design	During this stage, we draw on our MINDSPACE[16] and EAST frameworks[10] alongside the relevant behavioural science literature. Alongside the Explore phase this will enable us to generate an evidence based and feasible approach to achieving the outcome. In this case that will be new letters for both the Early Help team and also the foster carer recruitment team.	
Phase 4: **TRIAL**		We will write a trial protocol which will set out how the interventions will be implemented and evaluated. We will also project manage the roll-out of the interventions. Once the evaluation is complete our specialist research team will analyse the data in line with the trial protocol and we will draft a trial report which will summarise the headline findings.	**21**
4.1	Power calculations		
4.2	Trial protocol		
4.3	Implementation		
4.4	Data analysis		
Phase 5: **Governance, Reporting & Quality Assurance**		We will prepare a final report bringing together all our work on the project, including the fieldwork, literature review, detail of the solution and the evaluation. Findings will be published by BIT, and BIT will work with the CAB to ensure the CAB can share relevant findings across the local government sector in London.	**10**
5.1	Preparing and delivering final report		
5.2	Preparing and delivering final presentation		
5.3	Monitoring and QA	Throughout the project, we will apply BIT's internal project oversight and quality assurance procedures. An internal policy expert who is not part of the project team will be assigned as Quality Assurance (QA) lead, while our Head of Research will oversee the data analysis. When the final report is in the final stage of preparation it will be reviewed by the QA lead, who will have to sign off the work. At this stage, the report will also be shared with Tri-Borough for comment.	**10**
5.4	Project oversight		

8 Deliverables

BIT will deliver the following to the Tri-Borough and the CAB:

1) An overview of the academic literature on effective communication by children's services. This literature review will inform our intervention design, and will be delivered before the implementation of the trial.
2) Behaviourally informed communication materials for the foster carer recruitment team, that can be used to replace current materials. These updated materials will be accompanied by a short note highlighting the reasoning behind the changes, including references to relevant literature.
3) A description of the Early Help trial for the Tri-Borough to sign off, outlining the proposed evaluation in detail including the intervention to be trialled, implementation plans and a pre-specified evaluation plan. Sign off of this document will ensure that there is agreement on the approach that will be taken as well as the method of evaluation.
4) A final report describing this project, including the fieldwork and intervention design in the Early Help teams and the findings from the trial. This final report will conclude with a list of recommendations for improving children's social care routine communications more broadly, with a particular focus on how the findings from this project can be applied in other authorities.

9 Timetable

As outlined in the project plan, some of the exploration work for these projects has already taken place.

Month	1	2	3	4	5	6	7	8	9	10	11	12
Fieldwork *Both projects*	■	■										
Review of literature *Both projects*	■	■										
Design trial *Early Help*			■	■								
Consult on process (& design pilot) *Foster Care Recruitment*			■	■								
Test new approach[1] *Early Help*					■	■	■	■	■			
Test new approach *Foster Care Recruitment*						■	■	■				
Qualitative evaluation (of pilot) *Foster Care Recruitment*									■			
Analyse findings *Both projects*										■		
Write up final report *Both projects*											■	
QA *Both projects*												■
Comments from partners *Both projects*												■
Provide final report to partners *Both projects*												■
Present to the Capital Ambition Board *Both projects*												■

---

[1] Depending on the chosen design of the trial and the pilot, the projects may need to run for longer than 5 months.

10 Contract charges

Job title	Day rate	No. days	Total cost
Managing Director	£1,846	1	£1,846
Head of Research	£881	1	£881
Principal Advisor	£881	5.5	£4,846
Senior Advisor	£881	21	£18,501
Advisor	£677	9	£6,093
Associate Advisor	£677	34	£23,018
Research Fellow	£677	12	£8,124
		83.5	£63,309

11 Personnel

11.1 Project Team

Michael Hallsworth – Managing Director – CHEER cluster
Michael is Director of Health and Tax at the Behavioural Insights Team. He has worked on health policy issues with the Department of Health, NHS England, Public Health England, the European Commission, and the World Economic Forum. He was previously a Senior Policy Advisor at the Cabinet Office and, while at HMRC, he won a Civil Service Award for running large-scale randomised controlled trials applying behavioural economics to increase tax collection. When at the Institute for Government he co-wrote the MINDSPACE report, which is one of the main frameworks used by the UK government to apply behavioural thinking to public policy. He has a PhD in behavioural economics from Imperial College London, and a First Class MA and MPhil from the University of Cambridge. He has been published in *The Lancet,* the *Journal of Public Economics*, the *Journal of Economic Psychology,* the *Journal of Health Systems Research and Theory*, the *Oxford Review of Economic Policy* and *PLOS One.*

Tim Pearse – Senior Advisor - Head of Local Government
Tim is a Senior Advisor and leads BIT's work with local government. Prior to joining BIT he worked as a Senior Strategy Adviser on public service reform in the Cabinet Office including on social investment and payment by results. This included working across central and local government to set up multi-million pound programmes to pilot innovative approaches with hard to reach groups such as young homeless people and children in care. Prior to that he held posts at the Home Office both as an economist and in policy. He holds an MSc in economics from University College London.

Andy Hollingsworth – Senior Advisor
Andy is a Senior Advisor in BIT UK:North, based in Manchester. He works on a range of projects across local public services, focusing on the areas of skills and economic development, adult social care, and children's services. Prior to joining BIT, Andy worked in local government, most recently as Senior Policy Advisor at the Society of Local Authority Chief Executive (Solace). He studied Mathematics and Philosophy at the University of Bristol.

Pieter Cornel – Associate Advisor
Pieter is an Associate Advisor working in the local government team within the CHEER cluster. He has worked on projects related to public health, including obesity prevention and vaccination uptake, as well as recycling behaviours, children's social care, and adult social care. Pieter holds an MSc in Media and Communication from the London School of Economics, and a BA in International Relations and Philosophy from Claremont McKenna College in Claremont, California.

11.2 Research

Martin Sweeney - Advisor
Martin is an Advisor at BIT and works on the Research team. Before joining the London office, he was part of BIT North America where he designed and analysed low-cost evaluations in six US cities through the What Works Cities initiative. His US city research includes projects which relate to revenue collection, charitable giving and take-up of tax breaks. Martin has also worked in international development as a Research Analyst at Innovations for Poverty Action, where he managed and analysed data for a number of randomised controlled trials. Martin holds a BA with honours from Middlebury College with majors in Economics and Environmental Studies.

Jessica Heal - Advisor
Jessica specialises in qualitative research and evaluation methods, with a particular interest in conducting research with young people and vulnerable groups and has published on the topic. She has a background in education having previously taught languages and worked in the research team at Teach First. She holds a master's in Education and is currently undertaking a PhD at the University of Manchester.

11.3 Quality Assurance

Michael Sanders – Head of Research and Evaluation
Michael Sanders is the Head of Research at the Behavioural Insights Team. His team supports the Behavioural Insights Team's evaluation capabilities, in particular the use of randomised controlled trials to test public policy interventions. Michael has extensive experience, having run over 150 field trials whilst working with the team, across a diverse range of policy areas. Michael holds an MSc in Economics and Public Policy, and a PhD in Economics, both from the University of Bristol, and completed postdoctoral studies at Harvard's Kennedy School of Government. He is currently an Associate Fellow

at Oxford's Blavatnik School of Government, where he lectures in Behavioural Science and Policy.

<u>Hugo Harper</u>

Hugo is a Principal Advisor in the Behavioural Insights Team with a focus on health policy. As well as working closely with the Department of Health and Public Health England in the UK he has spent time in both Singapore and Australia developing the adoption of a more behavioural approach to policy implementation. Hugo holds an MSc, with distinction, in Behavioural and Economic Sciences from the University of Warwick, as well as a BA in Psychology and Physiology from Oxford University. Before joining the team Hugo worked for Q5 Consultants.

12 Endnotes

[1] Department for Education (2015). *Characteristics of children in need: 2014 to 2015*. Retrieved from: https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/469737/SFR41-2015_Text.pdf

[2] Smith, N., Phillips, D., Simpson, P., Eiser, D., Trickey, M. & Payne, J. (2016). *A time of revolution? British local government finance in the 2010s*. London: Institute for Fiscal Studies.

[3] Behavioural Insights Team (2017). *Encouraging people into university*. Retrieved from: http://www.behaviouralinsights.co.uk/publications/encouraging-people-into-university/

[4] Behavioural Insights Team (2016a). *Legacy Giving and Behavioural Insights*. Retrieved from: http://www.behaviouralinsights.co.uk/publications/legacy-giving-and-behavioural-insights/

[5] Behavioural Insights Team (2016b). *Behavioral Insights for Cities*. Retrieved from: http://www.behaviouralinsights.co.uk/publications/behavioral-insights-for-making-cities-better/

[6] Behavioural Insights Team (2015a). *A head for hiring: the behavioural science of recruitment*. Retrieved from: https://www.cipd.co.uk/knowledge/culture/behaviour/recruitment-report

[7] Behavioural Insights Team (2015b). *Behavioural Insights and the Somerset Challenge*. Retrieved from: http://www.behaviouralinsights.co.uk/publications/behavioural-insights-and-the-somerset-challenge/

[8] Behavioural Insights Team (2013a). *Applying Behavioural Insights to Charitable Giving*. Retrieved from: http://www.behaviouralinsights.co.uk/publications/applying-behavioural-insights-to-charitable-giving/

[9] Behavioural Insights Team (2013b). *Applying Behavioural Insights to Organ Donation*. Retrieved from: http://www.behaviouralinsights.co.uk/publications/applying-behavioural-insights-to-organ-donation/

[10] Behavioural Insights Team (2014). *EAST: Four simple ways to apply behavioural insights*. Retrieved from: http://www.behaviouralinsights.co.uk/publications/east-four-simple-ways-to-apply-behavioural-insights/

[11] Edwards, R. T., Céilleachair, A., Bywater, T., Hughes, D. A., & Hutchings, J. (2007). Parenting programme for parents of children at risk of developing conduct disorder: cost effectiveness analysis. *BMJ*, *334*(7595), 682.

[12] Steele, C. M., & Aronson, J. (1995). Stereotype threat and the intellectual test performance of African Americans. *Journal of personality and social psychology*, *69*(5), 797.

[13] Behavioural Insights Team (2015c). *The Behavioural Insights Team Update Report: 2013-2015*. Retrieved from: http://www.behaviouralinsights.co.uk/publications/the-behavioural-insights-team-update-report-2013-2015/

[14] Gollwitzer, P. M. (1999). Implementation intentions: Strong effects of simple plans. *American psychologist*, *54*(7), 493.

[15] Titmuss, R.M. (1970). *The Gift Relationship*. London: Allen and Unwin.

[16] Cabinet Office & Institute for Government (2010). *MINDSPACE*. Retrieved from: http://www.behaviouralinsights.co.uk/publications/mindspace/

Applying behavioural insights to hospital discharge

A summary note for London Councils Capital Ambition Board, May 2017

Background

The Behavioural Insights Team (BIT) leads a programme of work for London Councils, under their Capital Ambition programme, which aims to foster innovation in local public service delivery using behavioural approaches. In late 2016, as part of this work, BIT conducted fieldwork in a major London hospital to explore how behavioural insights might help improve the discharge process or reduce unnecessary admissions. Following this we produced a scoping report with high level ideas for potential interventions. We identified areas where a behavioural intervention may be able to improve outcomes. Suggested areas for intervention included:

- Increasing uptake of falls prevention services

- Reducing readmissions by using tailored discharge plans

- Overcoming risk aversion in hospital staff and service users.

Following this initial scoping work, BIT engaged in discussion with the Chief Executive of Merton Council and the Sustainability and Transformation Plan (STP) lead for North East London to try and identify a partner for a project in this area.

Current position

Despite these conversations, it has not been possible to identify a clear owner/sponsor for a trial relating to hospital discharge. This is a time of considerable change for STPs and there was little appetite to engage in a behavioural stream of work relating to hospital discharge at present. Given the difficulty in identifying a clear partner for a project BIT are unable to provide a proposal to be considered by the CAB at the 16 May Board meeting.

We recognise that as the implementation of STPs gets underway there may be increased interest in the potential of behavioural insights to progress the aims and desired outcomes of STPs.

Next steps

Although BIT is unable to guarantee whether a project will emerge, we will continue to explore the possibility of running a project in this area in North East London STP and will update London Councils if an opportunity emerges.

Capital Ambition Board

London health and care devolution – December submission

Item 6

Report by:	Clive Grimshaw	**Job title:**	Strategic Lead for Health and Adult Social Care
Date:	11 July 2017		
Contact Officer:	Clive Grimshaw		
Telephone:	020 7934 9830	**Email:**	Clive.grimshaw@londoncouncils.gov.uk

---

Summary: At its June 2015 meeting, the Capital Ambition Board (CAB) agreed in principle to provide up to £250,000 to support the development of new working arrangements for health, subject to the agreement of a detailed business case. An update on progress towards agreement of a more detailed business case was reported to the CAB in October 2015, when members reaffirmed the in principle commitment of financial support.

In February 2016, CAB considered a request to provide £100,000 to support work streams emerging from the Health and Care Devolution Agreement – an agreement between London and national partners.

This report provides an update on health and care devolution and invites the Board to comment on the propositions emerging from the five devolution pilot projects and agree to provide further financial support to assist London local government in the delivery of devolution.

Recommendations   Members are recommended to:

a) Note and comment on the progress of the London health and care devolution pilots.
b) Confirm its decision at February 2016 CAB and provide up to £150,000 to assist London boroughs in the delivery of devolution commitments.

Introduction

1. This paper describes the developing proposals for reform of the London health system that are emerging from the five London health pilots. It reports on the process of negotiation linked to agreeing new freedoms for health and care delivery in London; and seeks Capital Ambition Board agreement to commit an additional £150,000 of CAB funding to support the delivery of devolution.

Background

2. At its June 2015 meeting, the Capital Ambition Board agreed in principle to provide up to £250,000 to support the development of sub-regional working arrangements for health with strong borough engagement, subject to the agreement of a detailed business case. An update on progress towards agreement on specifics of a more detailed business case was reported to the Capital Ambition Board in October 2015, when members reaffirmed the in principle commitment of financial support.

3. At the time, however, running alongside this process were discussion which were working to deliver a London Health and Care Devolution package. There was clearly an intimate connection between the type of work envisaged in previous reports to the Capital Ambition Board and what would be required to support learning and innovation between different areas in London as a result of the emerging Devolution Agreement.

4. Following the December 2015 Health and Care Collaboration Agreement with national government, London partners launched five pilot projects intended to identify reforms to the rules governing the health and care system that would permit faster improvement in health and care services across the capital.

5. In February 2016, CAB considered a request to provide £100,000 to support work streams being developed using the contributions from the London Partners. In particular, London partners, through their contributions, agreed resources to:
   - draw insights from the pilots and other major initiatives to:
     - inform a strategic view on the implications for sustainable and high quality health and care across the whole of London;
     - ensure the learning from pilots is made available to other parts of London; and

- work with national partners to agree the conditions other parts of London would need to satisfy to unlock devolution from the contingent menus to support and accelerate their own transformation plans.

6. In February 2016 CAB Members approved the balance of the £250,000 identified in principle in 2015 as a reserve against future health devolution programme support requirements. Any agreement on access to the balance would be subject to a further detailed report to the Board.

Developing London's Proposals

7. As part of the agreement reached in 2015, London Partners agreed both to work for the success of the pilots and to prepare to take advantage of any devolved powers agreed in the 2016 negotiation. While it was assumed that pilot areas would use these new powers first, the agreement included the presumption that all London boroughs would seek to use the new powers wherever they were applicable.

8. During the first half of 2016 London pilots developed a more detailed evidence base for devolution. As part of the original agreement London set up machinery for joint oversight of work on devolution including the London Health and Care Devolution Programme Board, Chaired by the London Chief Executive lead for health.

9. The resources provided by CAB have been critical to ensuring the London has been able to make a strong, system-wide case for significant devolution asks. In particular, the resources have been helpful to ensure learning and benefits can be shared and unlocked.

10. Notably, the asks described in this report on estates have been rooted in a programme of work has engaged with local authority and health strategic leaves to develop a strategic view on the implications for sustainable and high quality health and care across the whole of London, has engaged in sharing the learning from pilots to other parts of London and has worked intensively with national partners to agree the conditions other parts of London would need to satisfy to unlock devolution.

11. Together with the devolution asks on integration and prevention, the contribution of CAB to the specific activity on estates has opened up game-changing opportunities for the London system. Realising those opportunities will require a new focus for activity during 2017/18. To do that, CAB can provide essential support to boroughs in making devolution a success.

Emerging asks for devolution of health and care

12. Pilot areas have undertaken a huge amount of work during 2016 in refining the evidence base and specificity of devolution needs and propositions.

13. In developing proposals for devolution, London partners were working to a timeline that anticipated the London Health and Care Devolution Memorandum of Understanding (MoU) being signed ahead of or at the start of the financial year 2017/18. However, delays in reaching agreement on final wording on the section relating to prevention required a pause in plans for publication. The calling of a General Election in June further slowed progress towards resolution and at the point of writing this report. However, CAB may wish to note that the Chancellor of the Exchequer set out a commitment to a health devolution agreement with London in his March budget statement, and it had been hoped this would have been published in the near future.

14. The full range of proposals that London aspires to achieve are reported below. Prior to final discussions it cannot be clear how much of this agenda can be locked into a firm agreement. It is therefore important for London local government to take a view on priorities within a discussion process that will inevitably be both extremely rapid and involve many London Partners, each with slightly differing priorities and needs.

Capital and Estates

Background to devolution: The NHS estate in London is considerable, but significant capital investment is required to ensure high quality health and care infrastructure and greater investment in primary and community care facilities. All parties recognise the opportunity to improve system-wide planning, reduce under-utilisation, release surplus land and capital and realise wider one public sector estate opportunities.

London is proposing:

- Devolve capital business case approval to be through the implementation of a new London Estates Board (LEB). The LEB will work with sub-regional estates boards to support the development of a clear capital and estates plan for each sub-region. Local and sub-regional boards will be supported to develop accountability and governance arrangements to a sufficient standard to enable delegated decisions to be taken at more local levels.
- Agree in principle to the internal delegations of business case approval authority to the London level through members of the LEB.
- Agree in principle to London retaining the capital receipts generated by the London system to enable investment in health and care, subject to robust STP and London estates strategies.

Integration

Background to devolution: The current structure of commissioning and the associated financial flows do not incentivise or enable more ambitious integration of health and social care. Funding flows are largely determined on an individual service basis. This means that it is difficult to shift funding between services to address locally specific needs or to prioritise prevention initiatives, rather than acute service provision. London partners see opportunities to commission services with a whole system outlook, with the overall aim of improving outcomes. Although there is much that can be done to develop integrated systems by flexing the current system, faster and more ambitious transformation would be enabled by the devolution of key funding streams and changes to the commissioning and financial frameworks.

Regulatory approaches remain designed around individual statutory bodies and on the basis of current ways of working. They do not easily facilitate integrated working, especially in the more formal and ambitious forms envisaged by the integration pilots.

The people that work in health and care are critical to achieving London's transformation goals. London will build on its position as the home of popular and world-class health education, to develop new roles, secure the workforce it needs and support current and future staff to forge successful and satisfying careers in health and care. London partners have recognised the need for joint health and care training and workforce development, to support integrated working as a key enabler to new models of care.

Commissioning models and payment mechanisms – Asks and offers:

London is proposing:

- Delegate all primary medical care commissioning to the local level by April 2017 and to consider full devolution by April 2018.
- Enable delegation of health and care commissioning functions to a joint local authority / CCG structure, with associated pooling of budgets.
- Devolve London's 'fair share' allocation of sustainability and transformation funding to London from April 2018.
- Explore delegation of some specialised commissioning functions to the sub-regional level from April 2018, contingent on the development of robust plans and governance arrangements.

Regulatory approaches – Asks and offers:

London is proposing:

- Work with London to develop new ways of regulation to enable and promote the implementation of ambitious new ways of integrated working.
- Work with London to develop, support and resource, a re-designed regulatory framework that meets the needs of the London system.

Workforce and skills – Asks and offers:

London is asking national partners to:

- Establish a London Workforce Board for issues related to London, to ensure a collaborative strategic approach.
- Through the London Workforce Board, deploy transformation and development funding on London's strategic health and care workforce priorities, aligning with the national requirements set out in Health Education England's (HEE) mandate.
- Establish a collaborative, London-wide workforce delivery system with HEE, Skills for Health and Skills for Care working together on key training and development priorities.
- Agree in principle to London positively altering London weighting, enabling harmonisation between inner and outer London and modifications to the weighting, subject to London building an economic case and exploring the workforce impacts outside of London of this approach.

Prevention

Background to devolution: Improvements in the health and wellbeing of Londoners have to be led within communities. Through a place-based approach that puts health and wellbeing at the heart of devolution plans, London has real opportunities to tackle the wider determinants of health – including employment, planning and housing - and address health inequalities. Devolution provides an opportunity to create better environments in which people can flourish, complementing individual Londoners' efforts on staying healthy.

The emphasis on prevention through a place-based approach opens up wider consideration of fiscal levers, including business rates retention. This allows for a longer-term consideration of how those powers could be put to best use to the benefit of health outcomes. For example, London Government is seeking flexibility to determine all business rates discounts and reliefs, including scheme parameters and thresholds. Locally determined reliefs and discounts would encourage greater dialogue and engagement between London Government and the business community. It would also enable more strategic planning around high streets to meet wider public health objectives.

London is asking national partners to:

- Commit to collaborating on and jointly resourcing efforts to establish the opportunities to explore the evidence base for:
  - Reducing health harm by granting local authorities the freedom to extend smoke-free areas to include alfresco dining areas of restaurants and pub gardens
  - Including health and wellbeing as a licensing objective, through a research programme which will conclude in September 2017.
  - Establishing a London wide illegal tobacco and counterfeit alcohol enforcement team. This team will work to reduce the availability of cheap illicit tobacco and alcohol and minimise health harms, especially to children and young people, along with strengthening city-wide action on illegal tobacco and alcohol and generating more duties paid to the exchequer.
- Through the ASA (advertising standards agency) explore the application of a precedent of a London-specific Communities of Advertising Practice (CAP) policy to restrict advertising/marketing of unhealthy food/drink in specified locations.
- Explore new models for integrating health and employment support and the role prevention and early intervention can play, specifically through:
  - Devolution of the Work & Health Programme to London to deliver initiatives tailored to the needs of Londoners.
  - Support for local enhancements to the Fit for Work service to be tested to support people at risk of becoming long term unemployed. This will include enabling contract variation to enable Fit for Work to refer back to local services once a person's work plan is in place and to allow earlier referrals to Fit for Work from employers.

Delivering the Health and Care MoU

15. The new powers that may be gained through devolution can provide a platform for accelerating the development of borough-led integration models and so reforming the health and care system locally.

16. To enable London local government to have the best chance of making a success of health and care devolution, the next phase of activity will need to develop and expand in, but not be limited to, two significant areas – communications and engagement, and integration.

17. Discussions with London Partners regarding the approach to funding the next phase of activity has established an agreement on the principle of shared responsibility to funding, which will include the pre-existing resource commitments to pan-London activity. While London Council's resource commitment would be significant in terms of financial and in-kind, the broader benefit would be such as to enable local government to leverage more significant support for its interests, both financial and in-kind, by the wider system is aligned in all ways possible with our focus.

18. These resources will allow London local government to invest significantly in the areas of communications/engagement and integration.

Communication and Engagement

19. The coming year will require regular and broad engagement to communicate progress and opportunities for pilot and non-pilot areas, as well as with stakeholders outside of the London Partners (MPs and Peers, national partners and politicians).

20. A comprehensive communications and engagement plan, produced by London Partners collectively and updated/refreshed regularly, will be a pre-requisite of successful mobilisation of the London system around the devolution activities. This plan should encompass the activities of London Partners. The plan should include the practical outputs of devolution during 2017/18, as well as campaigning activity to tell the story of devolution across the London system and to national partners. This plan should build in communications and engagement activity which is both professionally and politically led.

Integration

21. Activity will need to include, but not be limited to:
    - Providing visible commitment to integration enabled by health and care devolution in London, promoting effective communication of the goals and progress of the integration theme.

- Development of a London health and care integration political narrative which will underpin a policy platform explaining the essential components of borough-led initiatives and illustrating the financial impact of these initiatives on the long term sustainability of social care in London.

- Mapping current proposals and strategies for health and care improvements within each London borough with a view to providing some analysis which can support local and multi-borough decision making on integration, including a report that will set out the advantages and disadvantages of different integrated models including where possible the outcomes that each model has achieved enabling local areas to choose the option that works best for them.

- Engaging with political and professional leaders in pilot and non-pilot areas to ensure opportunities allowed through devolution are 1) visible to boroughs, and 2) fully utilised across the transformation programmes in London.

- Working with London Partners to develop and deliver products and events which support the delivery of the MoU and improve awareness of integration opportunities enabled by the MoU across the London system.

Financial Implications for London Councils

22. The Director of Corporate Resources comments that CAB is asked to approve £150,000 in support of health and care devolution, representing the balance of the £250,000 approved in principle in 2015.

Legal Implications for London Councils

23. There are no legal implications for London Councils resulting from this report.

Equalities implications for London Councils

24. There are no equalities implications for London Councils resulting from this report.

Recommendation

Members are recommended to:
a) Note and comment on the progress of the London health and care devolution pilots.
b) Confirm its decision at February 2016 CAB and provide up to £150,000 to assist London boroughs in the delivery of devolution commitments.

Capital Ambition Board

London Ventures update   Item no: 7

Report by:	Thomas Man	**Job title:**	Head of Capital Ambition
Date:	11 July 2017		
Contact Officer:	Thomas Man		
Telephone:	0207 934 9551	**Email:**	thomas.man@londoncouncils.gov.uk

Summary   This report contains a number of key updates and decisions for CAB. The report covers the following key areas:

   a) London Ventures business plan for year 2 – approval required.
   b) Targeted Ventures seed funding criteria – approval required
   c) Dragons' Den follow up – approval of next steps
   d) London Ventures progress update – update

Recommendations   CAB Members are recommended to:

   a) Approve the following decisions in relation to the year 2 London Ventures business plan –

      i.   To defer the start of second cycle of targeted ventures to no later than April 2018 to allow for further support to the homelessness, TA and housing workstream

      ii. To have a bi-annual general ventures portfolio review

   b) Approve the seed funding criteria for the targeted ventures programme as set out in Appendix B.

   c) Approve the following decisions in relation to the Dragon's Den report –

      i.   Agree to the next steps and resource allocation proposed for each of the shortlisted ideas from the Dragon's Den session.

      ii. To commit resource to produce a document to showcase

all rejected ideas from the targeted ventures process

    iii.   Note that CAB will be determining which shortlisted ideas will be part of the London Ventures portfolio and allocating seed funding at the October meeting

d) Note the London Ventures progress update and approve the amended wording for the Oxygen Finance commercial deal.

LONDON VENTURES PROGRAMME UPDATE

Background

1. The Capital Ambition Board awarded the London Ventures contract to EY in July 2016. Since then London Councils has been working in close partnership with EY to deliver the programme.

2. This paper contains some very important documents that set out the forward look for the programme for the forthcoming contract year, as well as a detailed review of the homelessness, temporary accommodation and housing targeted venture and a set of ideas that have been shortlisted to be taken forward following the dragon's den process.

Year 2 London Ventures business plan

3. The London Ventures business plan (included as Appendix A to this report) provides an overview of the aim and objectives of the programme, and summarises the principles and processes for the general and targeted ventures programmes.

4. The document set outs an engagement summary that identifies some of the key stakeholders and groups that have engaged with London Ventures, as well as an outline as to how the programme will seek to achieve financial sustainability.

5. The business plan provides a detailed milestone map of the second contract year of the programme for both targeted and general ventures. The key change from the original business plan agreed by CAB in December 2016 is the deferral of the second targeted ventures cycle to start in April 2018 rather than in the late summer of 2017 to allow for the further development and support of the homelessness, temporary accommodation and housing cycle. The London Ventures will continue to provide the broad innovation space for local government, through the general ventures programme. The introduction of a biannual review using the portfolio assessment will help to ensure that the products and services offered by the programme are still relevant and in line with the London Ventures aim and objectives.

6. There is a marketing plan which sets out the timing and different approaches that the programme will be undertaking to positively promote the programme using different communication channels. We would like to offer more support for CAB in their role as key ambassadors and advocates for the programme, and we have created a communications guide to aid them in championing the programme when

the appropriate opportunity arises. This will be provided to members after the July CAB meeting.

7. Finally the business plan provides an outline for year three of London Ventures as well as the governance structure and risk management approach.

CAB Members are recommended to:

a) Approve the following decisions in relation to the year 2 London Ventures business plan –

    i.   To defer the start of second cycle of targeted ventures to no later than April 2018 to allow for further support to the homelessness, TA and housing workstream

    ii.   To have a bi-annual general ventures portfolio review.

Seed funding criteria

8. As part of the original tender for the London Ventures programme, a proportion of the contract value was identified for supporting targeted ventures. In total, £93,850 has been set aside.

9. The rationale and proposed criteria for the seed funding criteria are set out in Appendix B to this report. Fundamentally the purpose of the seed funding is to help in the development of new ideas that will address aspects of the homelessness, temporary accommodation and housing targeted venture.

10. The criteria have been developed from the original seed funding criteria set for the first generation of London Ventures.

CAB Members are recommended to:

b) Approve the seed funding criteria for the targeted ventures programme as set out in Appendix B.

Dragon's Den

11. The Dragon's Den session was held on 19 June and provided members of CAB an opportunity to review and shortlist the ideas and concepts that were generated through the homelessness, temporary accommodation and housing targeted venture process.

12. Members were provided with an outline of the process and how ideas were developed. The London Ventures team then presented each of the ideas and gave members the opportunity to challenge the ideas and to rank them according to their relationship with the programme, specifically in terms of:

- Idea progression – the concept will be developed further, to scope opportunities in the market and identify potential to succeed as a venture partner.
- Signposted – recognising the fact that the concept addresses a strategic need in LAs but may not be suitable for London Ventures, time will be spent signposting the idea to other resources
- Rejection – unsuitable for London Ventures as doesn't align with strategic or commercial requirements

13. Of the ideas presented at the dragon's den session, following extensive discussions with members the ideas were filtered according to the following table:

	Idea progression	Signposted	Rejected
1	Data collection and predictive analytics	Sustained tenancy support	TA health and safety monitoring
2	Digital Personal Housing Plans	Collaborative delivery vehicle	Customer led housing information platform
3	Transition insurance	Volunteer for housing	Digital passport
4	Podbank		
5	Transition support to move out of London		
6	Fairbnb		
7	TA procurement hub and ethical lettings agency		

14. Those ideas that are within the idea progression section will be developed for consideration at the October CAB meeting with a view to determining whether they become part of the London Ventures range of products or services and whether they receive some form of seed funding.

15. The document to showcase all rejected ideas from the targeted ventures process will set out all the ideas that were submitted as part of the targeted ventures process (approximately 100). This is to ensure that there is a record of all the contributions that were made, and also to provide feedback to the stakeholders that participated in the process.

16. Further information about the process and a summary explanation of the ideas is available as Appendix C.

CAB Members are recommended to:

c) Approve the following decisions in relation to the Dragon's Den report –

    i. Agree to the next steps and resource allocation proposed for each of the shortlisted ideas from the Dragon's Den session.

    ii. To commit resource to produce a document to showcase all rejected ideas from the targeted ventures process

    iii. Note that CAB will be determining which shortlisted ideas will be part of the London Ventures portfolio and allocating seed funding at the October meeting

---

London Ventures update

Key Programme level highlights since February 2017

17. The team has continued to deliver the London Ventures programme at a pace. Appendix D contains a visual summary of key activities since the last CAB meeting in February 2017. Some of the key programme level highlights include:

- The London Ventures launch event – held on 23 February with over 150 attendees representing a broad range of public, private and third sector stakeholders. London Venture partners also had the opportunity to engage with local authority attendees.

- The London Ventures hackathon – A half day hackathon session was held on 13 March with a wide range of organisations, charities and public sector representatives, who collaborated to produce a large number of ideas and opportunities to address the targeted venture theme. Each group then presented their best idea to a judging panel for review. A second think tank session, comprising experts in homelessness, temporary accommodation and housing, was held on 23 March to review the ideas generated at the think tank session.

- The London Ventures team masterclasses – designed for London Ventures partners. A session was held in March 2017 to introduce them to the ways of working within local government.

- Dragon's Den - held on 19 June this session allowed members to review and shortlist the range of targeted venture ideas on homelessness, temporary accommodation and housing.
- The London Ventures team continues to engage with a number of professional groups and organisations to support the delivery of the targeted ventures programmes including the London Housing Directors' Network and Steering Group, Trust for London. In addition EY hosted a homelessness trailblazer meeting to support the dissemination and sharing of information and practice.
- To date there have been 21 demos in 22 local authorities for nine of our VPs, which has led to four implementations so far

18. There are also some updates in relation to specific general ventures partners as follows:
- Oxygen Finance has proposed a minor amendment to their commercial deal agreement. The change in wording provides further clarity in the roles for London Ventures and Oxygen Finance. The amended text is included in Appendix E and it is recommended that CAB agree to the revised wording.
- Whereitsat will no longer be launching and so have decided to withdraw from the London Ventures programme.

19. The terms of the Exit Plan between London Councils and EY have been agreed upon and signed off by the parties. Such Exit Plan details the arrangements for a transfer of the services on the expiry or earlier termination of the contract. It sets out the principles which the parties will consider at the time of Exit. These principles include the closing down of the Profit Share Arrangement (PSA). The specific terms, which will include the closing down of the PSA, will be agreed at the time of Exit, and be clearly set out within an Exit Agreement to be signed by the parties".   .

CAB members are recommended to:
   d) Note the London Ventures progress update and approve the amended wording for the Oxygen Finance commercial deal.

Programme level expenditure and income

20. In summary, by 23 April £264,868 had been paid to EY for programme resources from the total of £906,150 to support the delivery of London Ventures. This amount does not include London Councils' time and resource.
21. The income target for the first year of the programme is £113,000. As of May 2017 the London Ventures programme has received income from working with Blue

Prism, Fiscal Technologies and Oxygen Finance. The total amount of money in the sustainability fund is £18,135. There is at least another £6,000 due to the programme by the end of 2017/18. Further income into the programme is dependent upon the extent to which local authorities take up London Venture's products and services.

Financial Implications for London Councils

22. The Director of Corporate Resources notes that the payment of £264,868 relates to the first eight months of the contract to 23 April 2017. This represent 29% of the total contract sum of £906,150. There is a further £93,850 for seed funding, the proposals for receiving this funding are due to be presented to the October CAB.

23. Since the last report to CAB in February there has been an increase in the income generated by the programme. This now totals £18,135 of which £10,044 was received in 2016/17 and a further £8,091 up to the end of June 2017. While this progress is positive there is still a significant gap between this and achieving a self-financing position.

Legal Implications for London Councils

24. There are no direct legal implications for London Councils as a result of this report.

Equalities implications for London Councils

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

Recommendations

CAB Members are recommended to:

a) Approve the following decisions in relation to the year 2 London Ventures business plan –
   i.   To defer the start of second cycle of targeted ventures to no later than April 2018 to allow for further support to the homelessness, TA and housing workstream
   ii. To have a bi-annual general ventures portfolio review

b) Approve the seed funding criteria for the targeted ventures programme as set out in Appendix B.

c) Approve the following decisions in relation to the Dragon's Den report –

i. Agree to the next steps and resource allocation proposed for each of the shortlisted ideas from the Dragon's Den session.

ii. To commit resource to produce a document to showcase all rejected ideas from the targeted ventures process

iii. Note that CAB will be determining which shortlisted ideas will be part of the London Ventures portfolio and allocating seed funding at the October meeting

d) Note the London Ventures progress update and approve the amended wording for the Oxygen Finance commercial deal.

LONDON VENTURES

Innovation through collaboration

London Ventures

Year 2 Business Plan

July 2017

Executive Summary

The London Ventures year 2 business plan is a build on the year 1 business plan that was presented to and agreed by CAB in November 2016. It sets out how we will work and what we will do, including the detailed delivery approach, financial profile and governance required to successfully meet the London Ventures objectives in year 2. Given the pace and complexity of the programme the business plan may need to be reviewed and amended as strategic decisions change and the programme evolves.

We retain our vision to actively pioneer innovation to drive sustainable change and transformation across the public sector, by providing opportunities for local authorities to access innovation that will ultimately support radical improvements in outcomes for London's citizens, communities and businesses.

This business plan sets out our approach to achieving this vision in year 2. We will continue to monitor our progress against the key outcomes that indicate the success of the programme:

Identification of innovative / transformative targeted and general ventures	Build the London Ventures brand, profile and reputation	Ventures are implemented by London local authorities	Achieve financial sustainability for the London Ventures programme	Provision of accurate and timely management information

Our two core work streams, targeted ventures and general ventures, will continue to ensure that these outcomes are achieved.

A robust pipeline of targeted ventures is a key ongoing outcome as this will address the strategic challenges faced by local authorities by bringing together market leaders, local authorities and partners to share knowledge, support and sponsor solutions. A key change for year 2 is that we will continue to focus on one strategic challenge (homelessness, housing and temporary accommodation) to build the portfolio of solutions for CAB approval for implementation, development or seed funding. Pending the lessons learnt from the cycle 1 pilot, it is estimated that one further cycle of targeted ventures will take place over the three year period.

Another key outcome is to achieve a robust pipeline of 'market-ready' general ventures to underpin programme credibility as a vehicle for innovation, and will be a key source of income. A key difference in year 2 is that we will reinvigorate and refresh our general ventures on a bi-annual basis to ensure we maintain a cutting-edge portfolio.

Our marketing will be focused on strengthening our brand as an innovative and trusted programme. We will continue to tailor our engagement approach to maximise the effectiveness of our communication and engage with a diverse range of stakeholders with the aim of increasing involvement, support and advocacy for the programme.

A critical outcome for the London Ventures programme is to achieve financial self-sustainability by year three. We will continue to enter all income received from venture partners into a 'Sustainability Fund' as well as identifying options for sourcing alternative finance from private equity, social investment or other possible funding streams to accelerate our targeted ventures and generate sufficient funds to finance ongoing seed funding and all programme costs.

Year 2 business plan, Capital Ambition Board approvals required:

- Second **targeted ventures** cycle to commence at a later date to provide further investment in ensuring the first cycle ventures are successful
- Review our **general ventures** portfolio on a bi-annual basis to ensure we have the most cutting-edge portfolio and ensure all partners are generating a return back to the programme
- Further support for CAB members to increase **advocacy role** (materials provided post-CAB)

Contents

Section one: Our ambitions and outcomes

The vision for London Ventures (LV2020) is that our programme will actively pioneer innovation to drive sustainable change and transformation across the public sector, by providing:

"A financially sustainable London Ventures programme that provides opportunities for local authorities to access innovation and transformation that will improve their effectiveness and efficiency while ultimately supporting radical improvements in outcomes for London's citizens, communities and businesses".

As previously set out in the London Ventures Programme Strategy, the London Ventures programme aims to achieve a number of key objectives, including:

To actively pioneer innovation in order to drive sustainable change across the sector	To lead a fundamental shift in how public services are delivered	To create an exciting opportunity to bring together a vast and diverse landscape of networks, bodies and stakeholders	To generate investment into public services and use public funds effectively

We remain focussed on delivering these objectives, and continue to measure the successfulness of achieving these objectives through the outcomes summarised below.

Outcome	Description
1 Identification of innovative / transformative target and general ventures	• Achieve a robust pipeline of targeted ventures through to approval, this will involve tackling the major challenges identified by local authorities through articulating the problem and developing a solution. • Achieve a robust pipeline of general ventures through to approval, these are market-ready solutions, which offer innovative propositions and advantageous deals to become part of our portfolio.
2 Build the London Ventures brand, profile and reputation	• Be known by our stakeholders as a credible and relevant network for innovation and transformation • Provide boroughs with the space to network and collaborate on innovation • Provide an accessible digital resource on innovation and transformation practice
3 Ventures are implemented by London local authorities	• Maximise the Phase I London Ventures portfolio • Ensure local authorities are aware of and understand the London Ventures programme • Maintain visibility and awareness of the brand • Maximise the investment in pilots
4 Achieve financial sustainability for the London Ventures programme	• Use of resources during the Funded Period is planned and controlled • Achieve minimum level of resource to sustain the London Ventures programme beyond the Funded Period • Manage the use of seed-funding to de-risk venture take-up, as appropriate • Attract additional resources
5 Provision of accurate and timely management information	• All CAB updates and management information to be completed on time

Section two: Our delivery approach

Our two core LV2020 workstreams play a key role in ensuring the outcomes outlined in Section 1 are achieved. In addition, there are two supporting workstreams that also play a vital part in enabling the success of the core workstreams and the programme in general.

An overview of these workstreams is provided below, with further detail later in the document.

LV2020 workstreams

Core workstreams

Targeted ventures

In order to develop our **robust pipeline of targeted ventures** that address the most strategic challenges faced by local authorities, we will be developing, piloting, and implementing our chosen concepts from cycle 1. In addition, we will identify and agree with CAB a more refined strategic focus for our targeted ventures cycle 2.

Once identified, a selection of both **market ready and conceptual solutions** for the second targeted ventures issue will be made ready for CAB approval and then move swiftly into **implementation / development**. Our approach will still consist of a **pilot** phase, with the chosen venture(s) implemented in a borough so that the solution can be tested and refined. Pending the formal lessons learnt from cycle 1, it is estimated that **three cycles of targeted ventures** will take place over the duration of LV2020.

This workstream is fundamental to the achievement of all outcomes outlined in Section 1.

General ventures

Achieving **financial self-sustainability** through a robust pipeline of general ventures is a critical outcome that LV2020 aims to achieve.

In the second year of the LV2020 programme, the portfolio will be **reviewed and reinvigorated on a bi-annual basis,** and **a**greed by CAB, to ensure that it is cutting-edge and can **drive the level of financial return** to the programme that is required.

The focus for this workstream will be on **managing, coaching, and promoting our selected ventures**.

This workstream is particularly critical to the success of outcomes 1, 3 and 4. Therefore, our venture partners will be market ready products/ services that have implemented in at least one other local authority.

Enabling workstreams

Communications and marketing

A continuation of our market focussed approach to the promotion of our programme is critical to ensure that the programme receives the necessary endorsement, remains relevant and responsive to the local government market in London, and receives take up from a broad network. Achieving this is fundamental to creating a self-sustaining programme and realising the ambition for London Ventures.

This workstream will underpin and support the achievement of all outcomes outlined in Section 1.

Sourcing alternative income / funding

Seeking and successfully attracting external investment will be a key component to the second year of LV2020 in order to develop our targeted ventures and achieve financial sustainability. This alternative income / funding workstream will look at options for securing private equity, social investment or other possible funding streams to support the venture portfolio and potentially assist local authorities to implement solutions.

This workstream will underpin and support the achievement of all outcomes outlined in Section 1.

Section two: Our delivery approach (Targeted)

Targeted ventures workstream is focussed on tackling strategic challenges identified by local authorities. LV2020 will run focussed sessions to articulate the problem, develop solutions and prototypes, and will use crowdsourcing principles to drive innovation and collaboration across multiple stakeholder groups.

Process	**Understand:** Define the problem	**Find:** Find the solution	**Develop:** Develop the solution	**Build & Launch** Prepare a market ready offer

Explanation	*Develop our understanding of the current challenges and route causes and problem areas of the chosen theme.* *Understand what is already happening in the sector and how our 'targeted venture programme' can enable sector initiatives that are solving challenges within London.*	*Bring together subject matter experts across sectors and disciplines who understand the problem and can 'hack' together to find a solution.* *Nurture sector based initiatives and market ready solutions and those in development.*	*Incubate and develop ideas refining them to concepts. Identify developed or comparable solutions than align to concepts.* *The programme will create a space for collaboration and joint working.*	*Phase for additional due diligence, build prototypes and pilots and prepare for implementation of market ready offers.* *Once progressing to full implementation. Prepare commercial offers with local authorities.*

The phases may vary in length dependent on solutions, the first three phases should take approx. 3 months

Many of the challenges faced by local authorities are not new, but the increase in the demand for these services means that a fundamentally different approach is required to tackle the problem and make a difference to citizens. Our targeted venture approach is designed to understand the whole landscape of the challenge and identify opportunities where the programme can provide additional support and complement work already happening in this area.

The programme has a trusted brand in the LA market, and seed funding available for venture partners. We will use these to support innovative initiatives that will drive better outcomes for our targeted area.

Our targeted venture approach will bring in three different types of solutions at different stages of development. We believe a mixed portfolio will help bring local authorities a range of solutions and encourage the market to be disrupted and challenged in a way that delivers better outcomes for Londoners and a deliverable solution for LA's.

Market ready:
A solution that has a defined concept and solves a specific problem. *The role of LV:* To bring the concept to market or to scale up within the market.

Sponsored solutions:
There is a solution in development or a concept that needs shaping to target a new market. *The role of LV:* To help develop the concept, identify sponsors and bring to the market.

New solutions:
There is an embryonic idea that needs incubating and nurturing to develop a solution. *The role of LV:* To incubate and nurture to support the creation of a new offer.

Section two: Our delivery approach (General)

Our general ventures portfolio is a critical part of the overall success of the programme in a number of ways, including:

- Providing case studies to demonstrate how supporting organisations with their innovative proposition can make a positive difference to the way public services are delivered as well as generate returns to the programme
- Enabling our programme to gain credibility as a vehicle for innovation and a platform for change.

In order to bring the best ventures to London boroughs we are focussed on 'market ready' ventures where the product or service has already gone through testing and is ready for implementation. These ventures receive a comprehensive package of support, which includes:

- Coaching to understand and navigate the London local government market
- Dedicated promotion via the London Ventures digital channels
- Promotion to the extensive London Councils network
- Endorsement from the London Ventures programme
- Representation at London Ventures showcase events
- Bimonthly support calls or meetings

As agreed by CAB in October 2016, we refreshed the portfolio and in February 2017 onboarded 6 new venture partners into the programme. As of July 2017, we have 15 venture partners in our portfolio. In year 2, we will be reviewing our portfolio on a bi-annual basis to ensure we have the most cutting-edge portfolio and to ensure all partners are generating a return back into the programme. This Portfolio Assessment will feed into our commercial deal negotiations and/ or renegotiations and will drive the partners that are included in our portfolio.

Current portfolio		
SOCIAL CARE & WELLBEING	**COMMUNITY DEVELOPMENT**	**BACK OFFICE**
xantura, MyCognition, alcove, THE CORNERSTONE PARTNERSHIP, circle, visbuzz	Spacehive, Community Connect, Commonplace	blueprism, Cerno, OXYGEN FINANCE, FISCAL TECHNOLOGIES, London Counter Fraud Hub, Quadnet

Section three: Our stakeholders

We have a diverse range of stakeholders, each with a critical role to play to ensure the success of our delivery approach and achieve our outcomes. As set out in our Communications and Marketing Strategy, we tailor our engagement approach to maximise the effectiveness of our communication and deliver information that is adapted to meet their needs.

Our key stakeholders and their role in achieving our outcomes are summarised below.

In year 1 we have focused on building our engagement with a wide range of stakeholders.

Our focus for year 2 is to strengthen our engagement with these stakeholders, as well as continue to build and deepen relationships, particularly across the local government market.
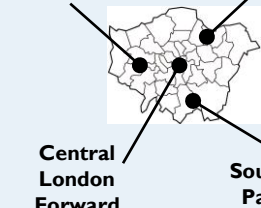
Critical thinkers / subject matter experts

Who?
The Think Tank - a sub-group of CELC and SLT

What?
This informal group will continue to be involved in setting the priority issues for the targeted ventures, and also providing access to subject matter experts within local authorities who can then be involved in the targeted ventures process and become potential borough champions.

Who?
The Innovation Panel - a broad forum of local authority professional leads, innovative organisations, charities, groups etc.

What?
This group will continue to be used on an ad hoc basis to provide the latest thinking, research and knowledge on a range of matters including funding opportunities. The Panel will operate as an independent body to check and challenge ideas.

Public Sector Partnerships

Who?
London sub-regional groups

West London Alliance
Local London
Central London Forward
South London Partnership

What?
Engagement with the sub-regional groups of London has been a key component of year 1 of LV2020, and will continue to be critical to the success of both the general and targeted ventures. To date we have worked closely with the West London Alliance, and during year 2 we will look to deepen relationships with the other three sub-regional groups to test venture concepts, gain access to a pool of senior officers who would be ideal borough champions, and to gain buy in through involvement in the targeted ventures process (e.g. hack events and Innovation Hubs).

Boroughs

Who?
Borough champions: borough representatives and advocates for the programme

What?
Borough champions will continue to test the concept during the initial evaluation/pilot stage and then continue to champion the venture during implementation and encourage further roll out (targeted ventures).
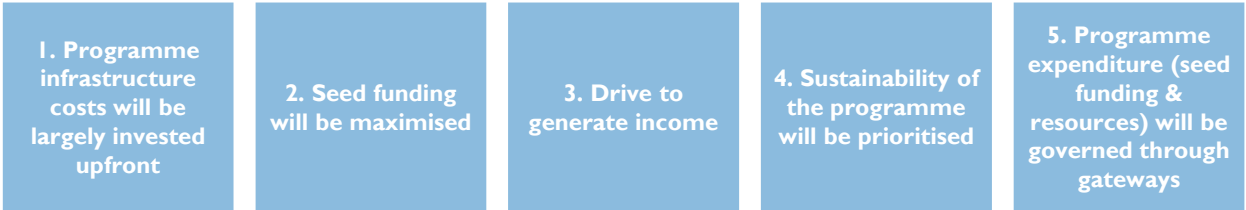
Venture Partners

Who?
Innovators who share a common goal to revolutionise the way that public services are delivered

What?
Market ready solutions (general ventures) that our programme will promote and give access to London's public sector market. Or targeted venture partners where we will give them access to seed funding and support to develop an innovative solution.
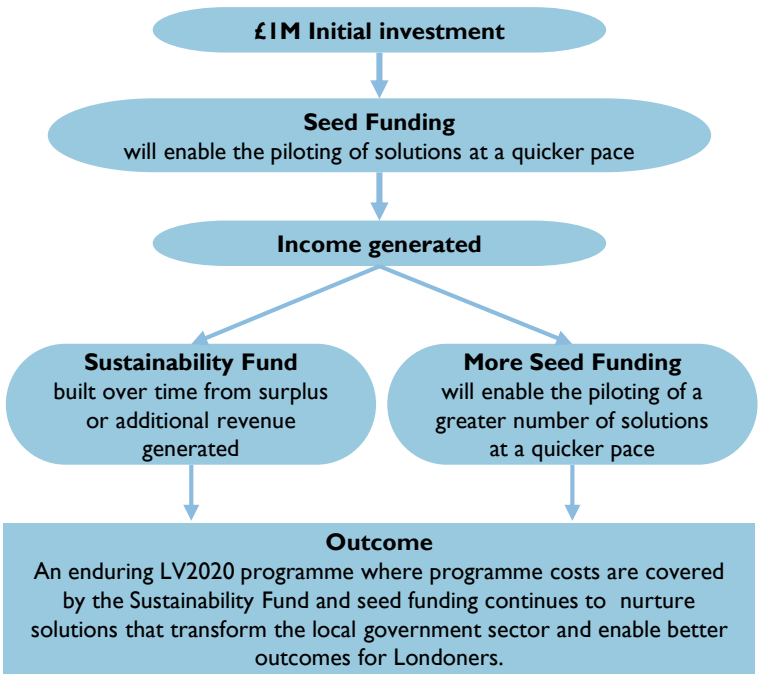
Section four: Financial sustainability

A key outcome for LV2020 is to become self-sustainable by year 3 of the programme. To achieve this, the London Ventures financial model has been underpinned by five key principles:

| 1. Programme infrastructure costs will be largely invested upfront | 2. Seed funding will be maximised | 3. Drive to generate income | 4. Sustainability of the programme will be prioritised | 5. Programme expenditure (seed funding & resources) will be governed through gateways |

In order to accelerate programme development and establish our programme identity within the market, programme infrastructure costs have been proportionately higher in year 1 and will be reduced in subsequent years. Our programme expenditure will continue to be governed through gateways and signed off by CAB.

Income accrued from ventures will continue to be negotiated and agreed with venture partners on a case by case basis and therefore actual financial or percentage return to the programme varies by venture. To ensure all ventures generate a financial return to the programme, all ventures will continue to go through a portfolio assessment, and for year 2 this will be on a more regular basis (bi-annual).

Income from general ventures from year 2 will be used to support investment into new concepts in targeted ventures and help achieve sustainability by covering external and internal programme costs.

£1M Initial investment

Seed Funding
will enable the piloting of solutions at a quicker pace

Income generated

Sustainability Fund
built over time from surplus or additional revenue generated

More Seed Funding
will enable the piloting of a greater number of solutions at a quicker pace

Outcome
An enduring LV2020 programme where programme costs are covered by the Sustainability Fund and seed funding continues to nurture solutions that transform the local government sector and enable better outcomes for Londoners.

Other funding opportunities for targeted ventures

In year 2, we will accelerate our ambition to bring together a vast and diverse landscape of networks, bodies and stakeholders who are invested in, and can contribute to, meeting the needs of London's citizens. Through this 'networked model' we will seek additional funding streams for venture development and implementation for targeted ventures, for example:

- Business angels and venture capitalists
- Match funding from boroughs
- Other grant funding bodies e.g. central government funding, Greater London Authority (GLA) funding
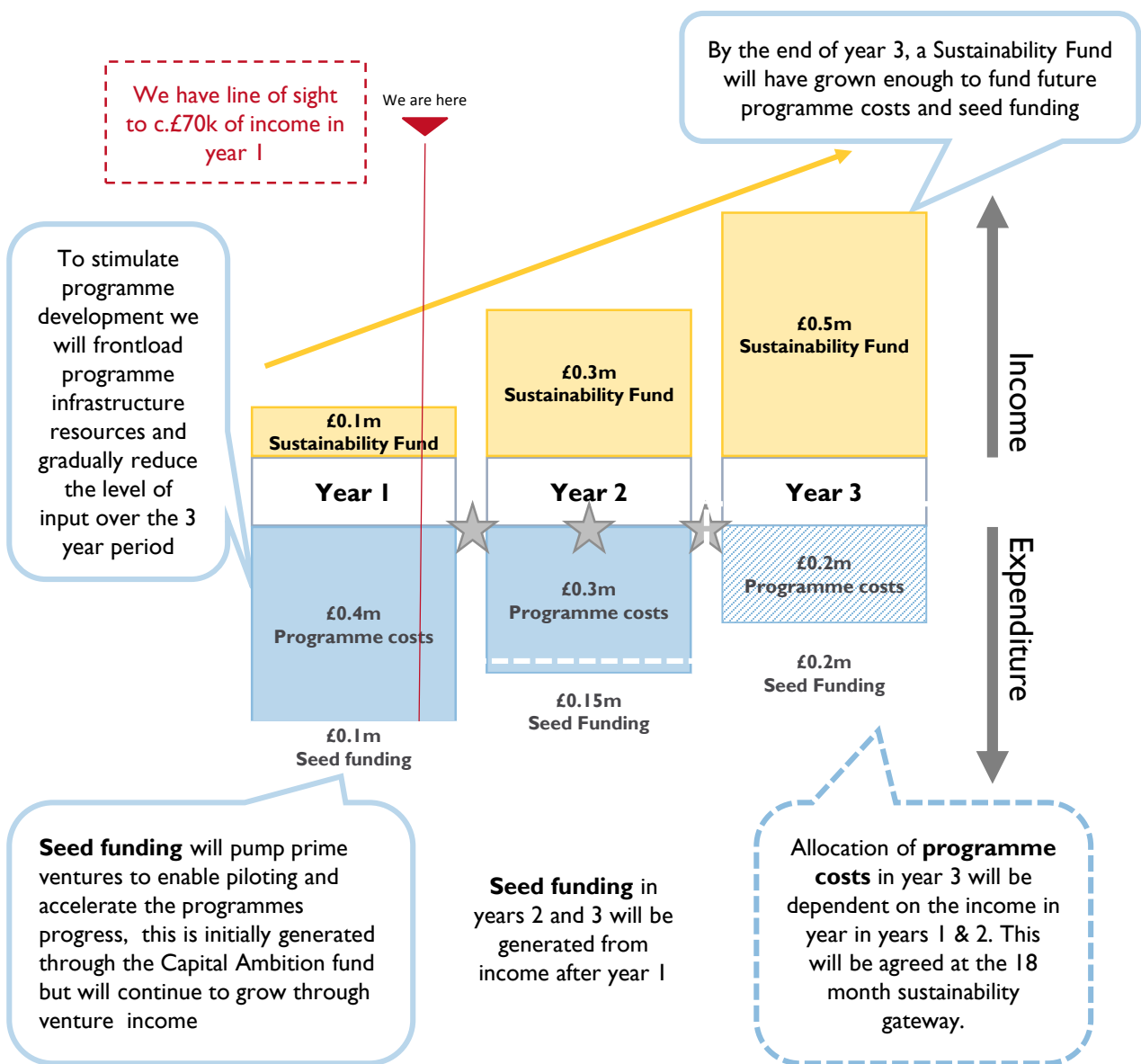
Section four: Financial sustainability

Programme spend in year 1 has been on programme infrastructure and delivery costs as well as the provision of seed funding for the incubation of targeted ventures. All income received from venture partners in year 1 has been entered into a 'Sustainability Fund' and it is expected that by year 3, there will be sufficient funds generated to finance ongoing seed funding and programme costs thus the London Ventures programme becomes self-sustainable.

Sustainability Gateway
At the end of each year of the programme we propose a formal Sustainability Gateway, including at the 18 months milestone. This is a tool to check against the success in generating Venture income, agreed revenue targets, and funding streams for future years. This will also be used to increase the accuracy of programme revenue forecasts.

We have line of sight to c.£70k of income in year 1

We are here

By the end of year 3, a Sustainability Fund will have grown enough to fund future programme costs and seed funding

To stimulate programme development we will frontload programme infrastructure resources and gradually reduce the level of input over the 3 year period

£0.1m Sustainability Fund

Year 1

£0.4m Programme costs

£0.1m Seed funding

£0.3m Sustainability Fund

Year 2

£0.3m Programme costs

£0.15m Seed Funding

£0.5m Sustainability Fund

Year 3

£0.2m Programme costs

£0.2m Seed Funding

Income

Expenditure

Seed funding will pump prime ventures to enable piloting and accelerate the programmes progress, this is initially generated through the Capital Ambition fund but will continue to grow through venture income

Seed funding in years 2 and 3 will be generated from income after year 1

Allocation of **programme costs** in year 3 will be dependent on the income in year in years 1 & 2. This will be agreed at the 18 month sustainability gateway.

Section five: Year 1 progress

During year one, London Ventures have engaged with 100s of organisations across the private and public sector in London and beyond,
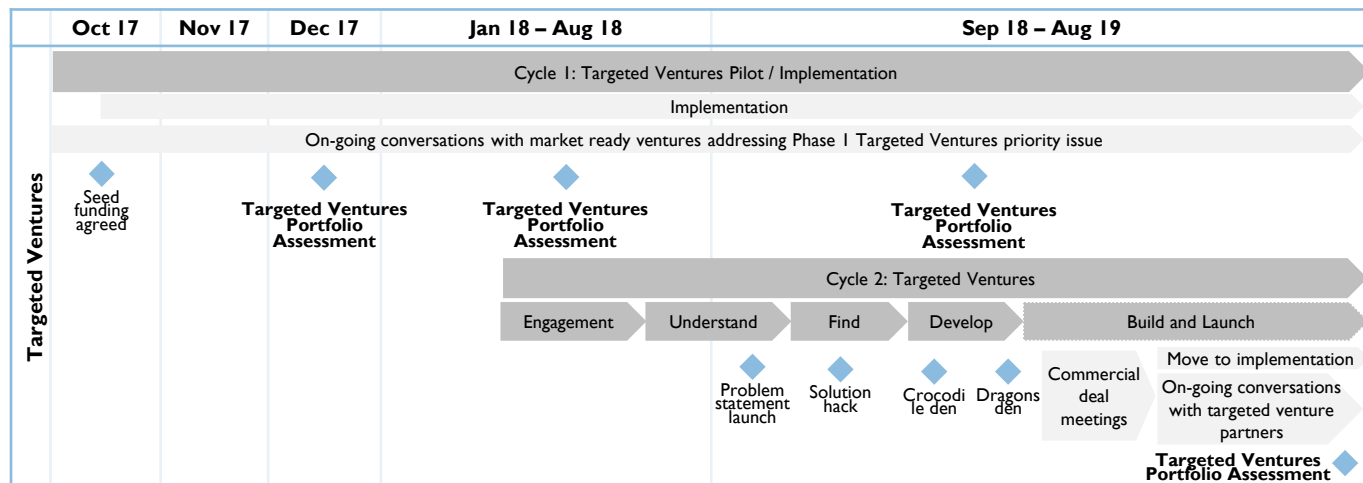
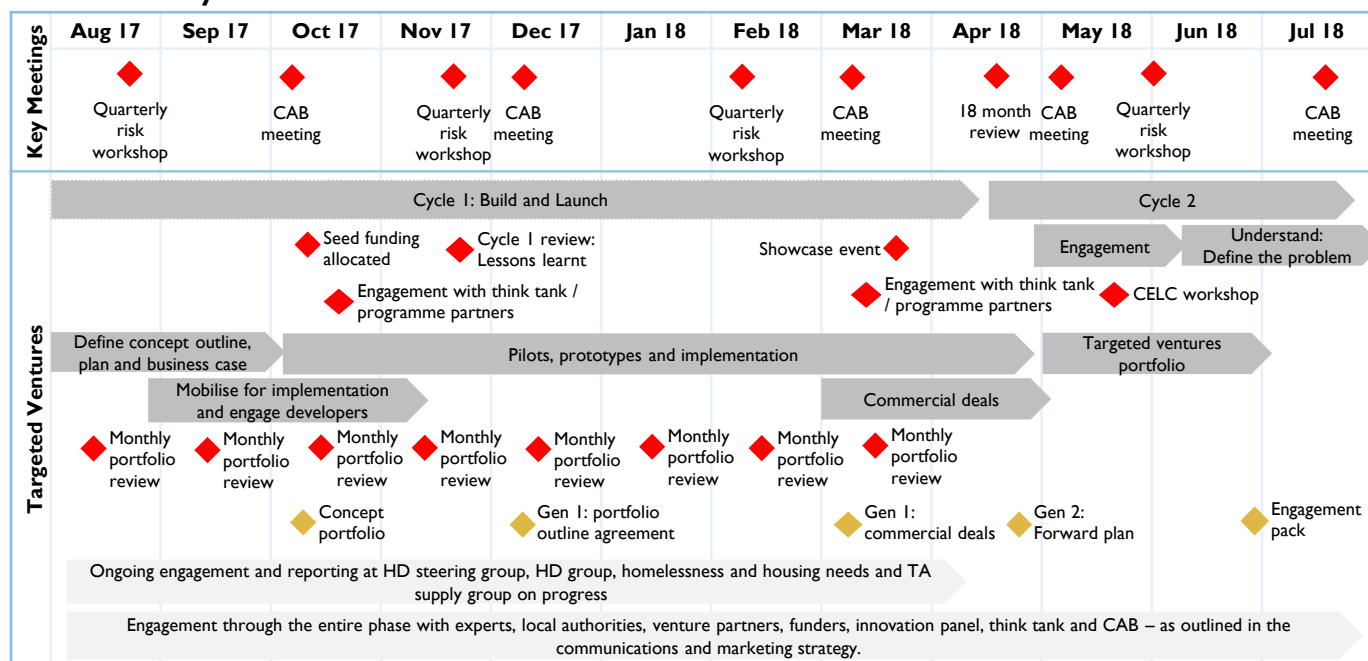| Outcomes	Progress
Achieve financial sustainability for the London Ventures programme	• Guaranteed income of £21,043 from 4 Venture Partners: FISCAL Technologies, Oxygen Finance, Blue Prism & Spacehive • Pipeline for implementation with line of sight to income of c.£70k in year 1
Build London Ventures brand, profile and reputation	• London Ventures have engaged with 100s of organisations across the private and public sector in London and beyond • We have had extensive engagement with officers across all London local authorities, through either 1:1 conversations, our various London Ventures hosted events, and/ or through the professional networks. • There have been 21 demos across 22 local authorities • Good programme visibility through professional networks: Housing Directors, Heads of Transformation, London Environment Directors, Heads of HR, Heads of Procurement • Hosted a roundtable with venture partner, The Cornerstone Partnership, around fostering recruitment and retention with representation from 20 London local authorities
Identification of innovative/ transformative Ventures, both targeted and general	• Developed a diverse general venture portfolio that support local authorities with social care and wellbeing, community development, and back office efficiency challenges. • Agreed with CAB a final list of 7 potential concepts to develop for targeted ventures: 100 ideas refined to 50 ideas of potential solutions, with a shortlist of 15 pitched at Dragons Den
Ventures are implemented by London local authorities	• 21 boroughs implementing ventures in total • 4 boroughs implementing venture partners from year 1 engagement
Provision of accurate and timely management information	• CAB updates completed on time

Section six: Timeline – year 2 – targeted

Set out below are the key timelines for the Targeted Ventures activity over the second year of the London Ventures 2020 programme. We have proposed that the second targeted ventures cycle is not commenced until a later date to provide further investment in ensuring the first cycle ventures are successful.

Updated year 2 and 3 outline plan (revised from London Ventures Year 1 Business Plan)

Oct 17	Nov 17	Dec 17	Jan 18 – Aug 18	Sep 18 – Aug 19

Targeted Ventures

- Cycle 1: Targeted Ventures Pilot / Implementation
- Implementation
- On-going conversations with market ready ventures addressing Phase 1 Targeted Ventures priority issue
- Seed funding agreed
- Targeted Ventures Portfolio Assessment
- Targeted Ventures Portfolio Assessment
- Targeted Ventures Portfolio Assessment
- Cycle 2: Targeted Ventures
  - Engagement
  - Understand
  - Find
  - Develop
  - Build and Launch
- Problem statement launch
- Solution hack
- Crocodile den
- Dragons den
- Commercial deal meetings
- Move to implementation
- On-going conversations with targeted venture partners
- Targeted Ventures Portfolio Assessment

Detailed year 2 timeline

Key Meetings

Aug 17	Sep 17	Oct 17	Nov 17	Dec 17	Jan 18	Feb 18	Mar 18	Apr 18	May 18	Jun 18	Jul 18
Quarterly risk workshop	CAB meeting	Quarterly risk workshop	CAB meeting			Quarterly risk workshop	CAB meeting	18 month review	CAB meeting	Quarterly risk workshop	CAB meeting

Targeted Ventures

- Cycle 1: Build and Launch
- Cycle 2
- Seed funding allocated
- Cycle 1 review: Lessons learnt
- Showcase event
- Engagement
- Understand: Define the problem
- Engagement with think tank / programme partners
- Engagement with think tank / programme partners
- CELC workshop
- Define concept outline, plan and business case
- Pilots, prototypes and implementation
- Targeted ventures portfolio
- Mobilise for implementation and engage developers
- Commercial deals
- Monthly portfolio review (×8)
- Concept portfolio
- Gen 1: portfolio outline agreement
- Gen 1: commercial deals
- Gen 2: Forward plan
- Engagement pack
- Ongoing engagement and reporting at HD steering group, HD group, homelessness and housing needs and TA supply group on progress
- Engagement through the entire phase with experts, local authorities, venture partners, funders, innovation panel, think tank and CAB – as outlined in the communications and marketing strategy.

During months 1 to 3
- There will be a focus on ensuring the success of the Targeted Ventures portfolio from cycle 1, as agreed by CAB
- This will include concept outline and business case development to inform seed funding allocation

During months 4 to 9
- The Targeted Ventures portfolio as agreed by CAB will be piloted and implemented
- Commercial deals will also need to be agreed for all partners and there will be deliver on the agreed deals
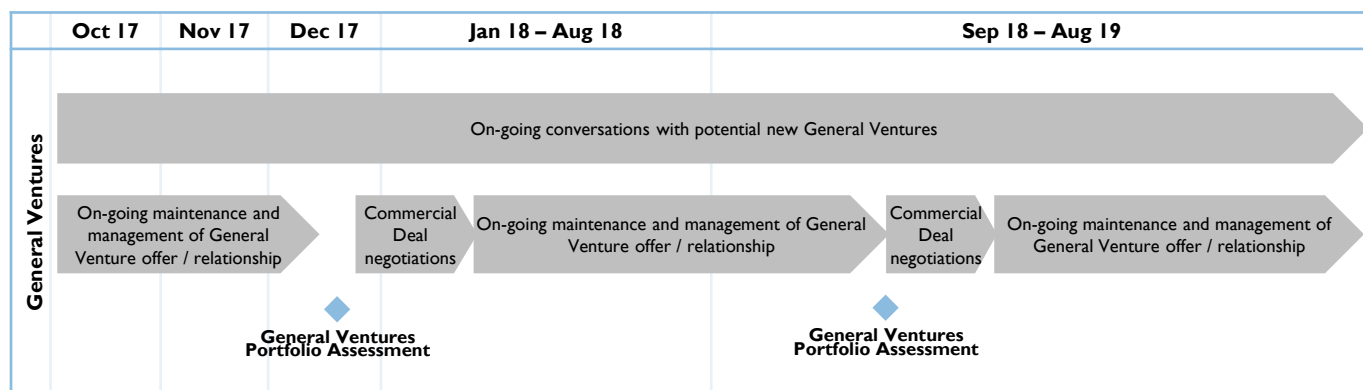
During months 10 to 12
- Cycle 1 partners will become part of the portfolio
- Cycle 2 of Targeted Ventures will begin, taking into account the lessons learnt from cycle 1
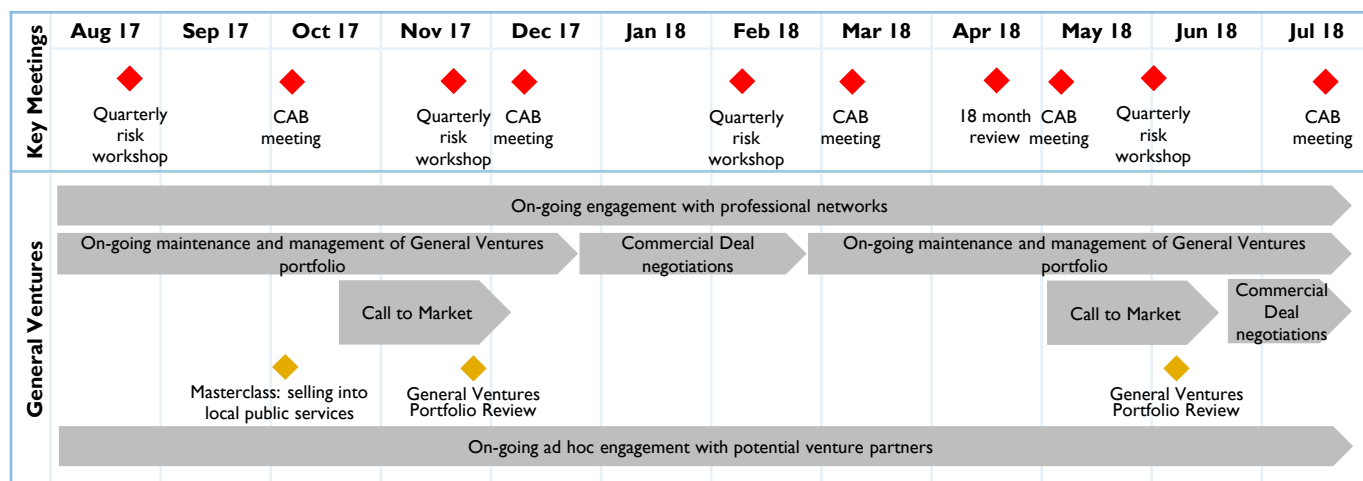
Section six: Timeline – year 2 – general

Set out below are the key timelines for the General Ventures activity over the second year of the London Ventures 2020 programme. We have proposed that in year 2 we will be reviewing our portfolio on a bi-annual basis to ensure we have the most cutting-edge portfolio and to determine whether the level of support that is currently received needs to be revised.

Original year 2 and 3 outline plan (from London Ventures Year 1 Business Plan)

Oct 17	Nov 17	Dec 17	Jan 18 – Aug 18	Sep 18 – Aug 19

General Ventures

On-going conversations with potential new General Ventures

| On-going maintenance and management of General Venture offer / relationship | Commercial Deal negotiations | On-going maintenance and management of General Venture offer / relationship | Commercial Deal negotiations | On-going maintenance and management of General Venture offer / relationship |

General Ventures Portfolio Assessment

General Ventures Portfolio Assessment

Detailed year 2 timeline

	Aug 17	Sep 17	Oct 17	Nov 17	Dec 17	Jan 18	Feb 18	Mar 18	Apr 18	May 18	Jun 18	Jul 18
Key Meetings	Quarterly risk workshop	CAB meeting		Quarterly risk workshop	CAB meeting		Quarterly risk workshop	CAB meeting	18 month review	CAB meeting	Quarterly risk workshop	CAB meeting

General Ventures

On-going engagement with professional networks

| On-going maintenance and management of General Ventures portfolio | Commercial Deal negotiations | On-going maintenance and management of General Ventures portfolio | Commercial Deal negotiations |

Call to Market

Call to Market

Masterclass: selling into local public services

General Ventures Portfolio Review

General Ventures Portfolio Review

On-going ad hoc engagement with potential venture partners

During months 1 to 6

- There will be a General Ventures portfolio review to assess the current partners and their relevant in the market as well as ensure our support is optimised for all parties and agreed by CAB. Commercial deals with General Venture partners will be revised and/or developed.

During months 7 to 12

- The General Ventures portfolio will continue to be promoted and implemented across London local authorities.
- There will be a General Ventures portfolio review to assess the current partners and their relevant in the market as well as ensure our support is optimised for all parties and agreed by CAB. Commercial deals with General Venture partners can be revised, divested or developed.

Section six: Timeline – year 2 – marketing

Set out below are the key timelines for marketing and communications activity that will take place over the second year of the London Ventures 2020 programme. We aim to ramp up the level of activity occurring under our Marketing and Communications workstream, in order to continue to grow London Ventures' presence in the market.

Detailed year 2 timeline

	Aug 17	Sep 17	Oct 17	Nov 17	Dec 17	Jan 18	Feb 18	Mar 18	Apr 18	May 18	Jun 18	Jul 18
Key Events	Quarterly risk workshop; LGA: Homelessness and TA lessons from local gov innovations	Masterclass: selling into local public services; Spacehive event	CAB meeting; LGA: National Children & Adult services conference; Cornerstone event	Quarterly risk workshop	CAB meeting; London Councils summit		Quarterly risk workshop; Heroes of homelessness / showcase event (tbc)	CAB meeting	18 month review; Masterclass: selling into local public services; Venture launch / showcase for investors and LAs	CAB meeting	Quarterly risk workshop	CAB meeting; LGA Conference
Webpage	Blog announcing venture portfolio	Blog on Masterclass		Blog on Venture partner events (Spacehive, Cornerstone)			Blog on Heroes of homelessness event		Blog on Masterclass	Blog on Venture launch / housing research		Blog on end of phase update
Twitter	On-going tweets and interactions on twitter to: generate interest before events, provide live updates during events and interact with stakeholders after events.											
E-newsletter			End of phase update		Progress update		Progress update		Progress update; Launch Summary			End of phase update
LinkedIn	Link to blog announcing venture portfolio	Link to blog on Masterclass		Link to blog on Venture partner events (Spacehive, Cornerstone)			Link to blog on Heroes of homelessness event		Link to blog on Masterclass; Link to blog on Venture launch / housing research			Link to blog on end of phase update
Press	On-going review of potential press opportunities across industry press and London media, including: MJ, LGC, Tech City News, LocalGov, BBC London, Evening Standard, City AM and The Guardian											

During months 1 to 6

- A number of events are taking place that link to both our general and targeted venture workstreams – we will use these to promote the London Ventures brand and advertise our services to a wider sector audience

During months 7 to 12

- With a well established brand in London, we will look to share our success stories with a wider audience across the UK, reaching out to national press and promoting our Venture Partners to UK-wide local authorities (with agreed return to London Ventures as per most recent commercial deals)

Section six: Timeline – year three

Set out below are the key timelines for the General Ventures and Targeted Ventures activity, over year three of the London Ventures 2020 programme.

Activity is dependent on progress and lessons learnt from the first and second years. Therefore timelines below are only indicative and subject to change.

	Aug 18 – Jan 19	Feb 19 – Jul 19

Targeted Ventures

Cycle 1: Targeted Ventures Implementation

Implementation

On-going conversations with market ready ventures addressing cycle 1 and 2 priority issues

◆ **Targeted Ventures Portfolio Assessment**   ◆ **Targeted Ventures Portfolio Assessment**

Cycle 2: Targeted Ventures

| Understand | Find | Develop | Build and Launch | Pilot / Implementation |

Cycle 2 commercial deal meetings

Move to implementation

On-going conversations with market ready ventures addressing Phase 2 Targeted Ventures priority issue

◆ **Targeted Ventures Portfolio Assessment**

Cycle 3: Targeted Ventures

- - - Repeated sequence of activity for each phase - - -

| Understand | Find | Develop | Build and Launch | Pilot / Implementation | ◆ **Annual Targeted Ventures Portfolio Assessment** |

Following the second lessons learnt review (November 2018) this process may change.
The timescales for each phase will be dependent on the chosen topic and the level of maturity for the chosen market.

Commercial deal meetings

Move to implementation

On-going conversations with market ready ventures addressing Phase 4 Targeted Ventures priority issue (subject to the programme being financially sustainable)

General Ventures

On-going conversations with potential new General Ventures

| On-going maintenance and management of General Venture offer / relationship | Commercial Deal negotiations | On-going maintenance and management of General Venture offer / relationship | Commercial Deal negotiations | On-going maintenance and management of General Venture offer / relationship |

◆ **General Ventures Portfolio Assessment**   ◆ **General Ventures Portfolio Assessment**

Marketing

On-going promotion of General Ventures through Spotlights, roundtables and blogs as agreed in commercial deals

On-going interaction on social media to promote London Ventures brand and progress

On-going promotion of Targeted Ventures work: sharing latest research on strategic challenges, promoting areas that need focus, presenting calls to market for new innovation areas

During year 3 of the LV2020 programme

- A bi-annual portfolio assessment will take place for both General and Targeted Ventures
- Cycle 3 of the Targeted Ventures cycle will commence

Section seven: Governance and risk management

London Ventures is accountable to London Councils' Capital Ambition Board (CAB), which has the vital role in providing leadership and overall direction to the programme. As CAB is a cross party member led body, it ensures that London Ventures is focused on delivering on those activities that are beneficial to London local government.

Given the vision and ambition for the London Ventures 2020 programme, as well as lessons learnt from the first phase and year 1 of the second phase, there is recognition that momentum and pace are vital to the future success of LV2020. Capital Ambition's pre-determined board meetings are the primary points in the governance structure to provide leadership, d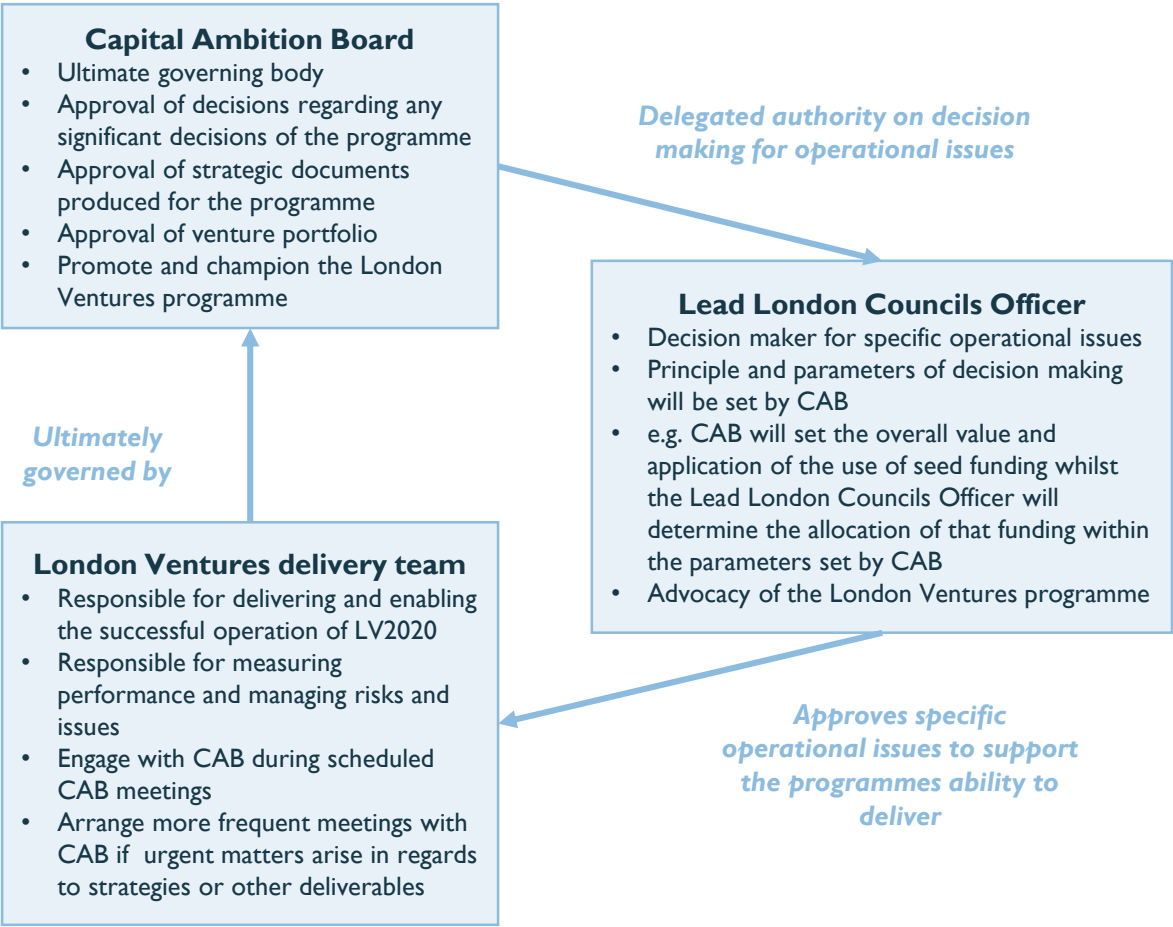irection and challenge. Therefore, in addition to reporting at the Capital Ambition Board meetings, it may be necessary on occasion, to seek further agreement from CAB on key strategic decisions outside the meeting cycle using its urgency procedures.

Capital Ambition Board
- Ultimate governing body
- Approval of decisions regarding any significant decisions of the programme
- Approval of strategic documents produced for the programme
- Approval of venture portfolio
- Promote and champion the London Ventures programme

Delegated authority on decision making for operational issues

Ultimately governed by

Lead London Councils Officer
- Decision maker for specific operational issues
- Principle and parameters of decision making will be set by CAB
- e.g. CAB will set the overall value and application of the use of seed funding whilst the Lead London Councils Officer will determine the allocation of that funding within the parameters set by CAB
- Advocacy of the London Ventures programme

London Ventures delivery team
- Responsible for delivering and enabling the successful operation of LV2020
- Responsible for measuring performance and managing risks and issues
- Engage with CAB during scheduled CAB meetings
- Arrange more frequent meetings with CAB if urgent matters arise in regards to strategies or other deliverables

Approves specific operational issues to support the programmes ability to deliver

The London Ventures delivery team will support the overall governance of the programme. We are responsible for delivering and enabling the successful operation of LV2020 including delivering the general and targeted ventures and promoting and communicating the programme to key stakeholders.

Section seven: Governance and risk management

As part of the overall process for managing and controlling the risks and issues that arise from the London Ventures programme, there is a robust risk management methodology in place to identify, manage and mitigate those risks that arise from the programme. As with a complex programme with multiple dependencies and stakeholders that can influence the key outcomes, it is vital to be able to manage and mitigate any possible risks in a timely and controlled way.

Our process for managing risks using the London Councils risk management strategy;

1	**Identify** risk and categorise by type	2	Gain an **understanding** of the risk	3	Assess the **likelihood** of the risk becoming an issue
4	Assess the **impact** of the risk becoming an issue	5	Put **controls** in place and assess likelihood and impact	6	**Review** risks on a regular basis quarterly

Risks are managed and reviewed by the operational London Ventures team formally on a quarterly basis. We have also put in place a periodic review of risks that need to be escalated, due to the mitigations or contingencies being insufficient, with the Senior London Councils' officer. If further escalation is required it will be taken to Capital Ambition Board for management.

The highest priority risk we have identified is that *the programme does not achieve self-financing status by the end of year three.*

Risk	Type of Risk	Risk Description	Likelihood (1-4)	Impact (1-4)	Overall
LV1: The programme does not achieve self financing status by the end of year three	Financial project, operational, strategic	London Ventures programme fails to achieve sufficient income into the programme to achieve self financing status which means that the programme can no longer continue	3	4	12
		Controls in place	**Likelihood (1-4)**	**Impact (1-4)**	**Overall**
		In the short term focus on maximising commercial return on existing LV portfolio to create initial income stream. Where possible attract external investment into particular elements of the programme e.g. seed funding pilots, to diversify resource streams. 18 month review process will provide an opportunity to continue or stop the programme depending on overall performance.	2	4	8

After developing an understanding of the risk and its potential causes, we have continued to reduce the likelihood of this risk becoming an issue by putting in several controls:
- maximising commercial returns on our venture portfolio in the short run i.e. through ongoing revenue return from certain ventures partners and including a clause for ROI for any implementations made through introductions outside of London
- looking to attract external investments in the long run.

EY | Assurance | Tax | Transactions | Advisory

Appendix B: Seed Funding Criteria: first cycle of targeted ventures

Background

As the innovation programme for London local government, London Ventures is designed to support the public sector in London to utilise the best and the newest innovations to meet their key challenges.

A critical outcome for the London Ventures programme is to achieve financial self-sustainability by year three. We believe that to enable this ambition we need to provide the best environment to nurture and incubate innovation for the sector, and part of this includes the provision of seed funding. This funding will be used to help support the development of new innovative ideas and solutions.

In addition to this we will identify opportunities for sourcing alternative finance from private equity, social investment or other possible funding streams to accelerate our targeted ventures workstream and generate sufficient funds to finance ongoing seed funding and all programme costs.

Seed funding

At this time there is circa £94k of seed funding available for the first cycle of targeted ventures. This has been ring fenced by the contractors from the initial Capital Ambition investment of £1 million.

As income flows into the programme the Capital Ambition Board may be presented with the opportunity to use income received into the sustainability fund to provide additional seed funding. The first time this decision can be made is at the end of year one. At that time the full implications to the financial sustainability of the programme will be set out to enable an informed decision to be made.

Seed funding criteria

Clear and equitable criteria are needed to determine which, if any, potential targeted ventures the Capital Ambition Board may wish to invest in. The following criteria are proposed for CAB investment in targeted ventures around homelessness, temporary accommodation, and housing.

It is envisaged that such criteria may be applicable to future cycles of targeted ventures, however further iterations may be required to tailor the criteria to the issue.

Pre-requisites

Before being put forward for consideration each potential venture must first meet two pre-requisites –

1. Have a borough champion/sponsor (s)
2. Have some form of match-funding/resource allocation

Potential ventures must also successfully meet the portfolio assessment principles of strategic fit, commerciality and scalability as described below –

1. Strategic fit for the programme. The Venture provides an innovative product or service and so aligns with the core values of the London Ventures programme.
2. Commercial. The Venture has a high level of commercial sustainability i.e. it will generate a return to the programme and be a self-sustaining venture.
3. Scalable. The Venture can be scaled out of its immediate implementation area to increase its' value to local authorities, either on a sub-regional or regional basis: it is not only relevant to an individual borough or locality.

Investment required

The Venture requires investment due to one, or more, of the following reasons –

1. The Venture is new to the sector, i.e. a tried and tested approach, but with no track record in the public sector. Investment would create a sector specific proof of concept.
2. The Venture is new geographically, i.e. not previously used in London. Investment would create a London specific proof of concept.
3. The Venture is not at an advanced level of maturity. Investment would help develop it into a fully formed solution.
4. The Venture is only commercially viable if it is implemented at a large geographic scale, i.e. across multiple local authorities. Investment would cut across the need to gain coincident local agreements to procure and implement.
5. The implementation of the Venture requires a significant financial outlay with benefits attributable to a range of partners. Investment would provide a test case for savings, in order to inform likely distribution of future required investment and potential savings.
6. The opportunity to design and produce a strategic and scalable solution is time critical. Investment would accelerate build and deployment – ensuring a commercial return.
7. There is an opportunity to create a unique product or asset for the London Ventures programme and therefore create a greater financial return subject to future and wider application.

LONDON VENTURES

Innovation through collaboration

Targeted Ventures

July 2017

Progress to date

Targeted ventures cycle 1: Temporary Accommodation, homelessness and housing

We have now concluded the first three phases for the first cycle of targeted ventures. A summary of the phases to date and the respective activities completed for each are outlined below and the proposed next steps following Dragons Den are outline on the next page.

Targeted ventures process:
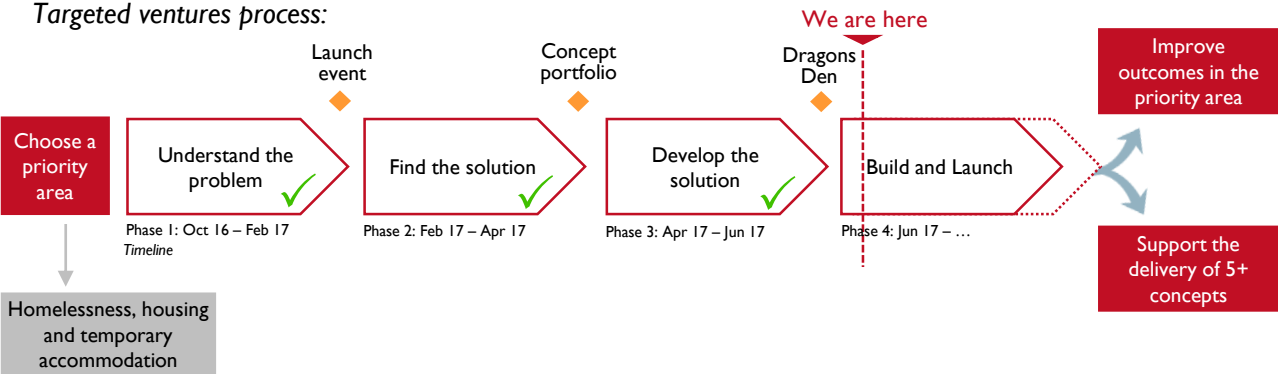
Refining the concepts:

✓ **Find the solution: identified 100+ ideas**
Through cross-sector engagement and a series of workshops and hacks we identified a long list of ideas that could solve the challenges we had identified in the prior phase

At Dragons Den we presented the top 15 concepts

✓ **Develop the solution: refined to 30 concepts**
Using subject matter specialists via our think tank and housing officers we refined our ideas to concepts and aligned them to core problem areas.

Build and launch: develop shortlist into solutions
Step one: following dragons den we will develop the concepts and solutions with a high level business plan following which there will be a governance decision as to which solutions join the portfolio and get seed funding
Step two: chosen solutions are built with developers and local authorities to deliver improved outcomes

Governance decision to decide which solutions will join the programme and be launched

Next phase

The next page outlines the next steps and governance decisions to progress to the next phase.

Targeted Ventures portfolio

Next steps following Dragons Den

## Process of Dragons Den

On 19th June, a shortlisted total of 14 concepts aiming to tackle key issues around housing, homelessness and temporary accommodation were presented to a selection of the Capital Ambition Board.

Feedback was collated on each of the concepts proposed to the Board, and a prioritisation exercise took place to identify which of them were most suitable to be supported through the London Ventures programme. Initial prioritisation took place by placing concepts on a matrix of commercial potential against strategic fit for the London Ventures programme.

Following this, the Board agreed the proposed next steps, to determine which ideas the delivery team should be focussing on over the coming months.
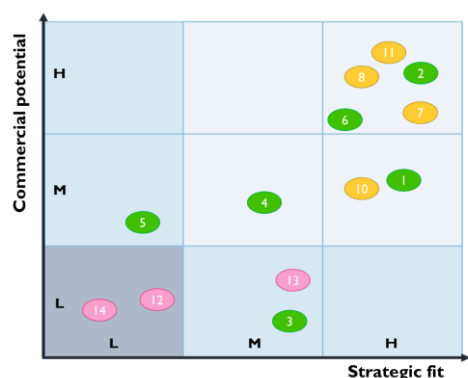
Idea Progression – the concept will be further developed, to scope opportunities in the market and identify potential to succeed as a Venture Partner of the programme, with the associated resource and time investment

Signposting – recognising the fact that the concept addresses a strategic need in local authorities, but that London Ventures may not be the best avenue to develop it further, time will be spent signposting the concept to other resources

Rejection – the concept is unsuitable for London Ventures as it does not align with our commercial or strategic priorities

Next Steps following output of Dragons Den

Based on the feedback from the Board, we propose the following next steps:

- **For progressed ideas:** allocate sufficient resource to refine funding and investment required, identify potential developers and review likelihood success in the market. This will be done with a view to present updated solutions to CAB in October, at which point a "Venture Partner / Affiliate / Reject" decision can be made as well as the allocation of seed funding
- **For signposted ideas:** allocated minimal resource to signposting existing providers to other known sources of funding / resource investment
- **For rejected ideas:** no further resource implications
- **All stakeholders:** tailored engagement that outlines the decisions made and proposed next steps, personal engagement to be sent where appropriate

The Capital Ambition Board are requested to:
- Approve the proposed allocation of resource to next steps as stated above
- Consider the best way to respond to those ideas not being progressed and decide if any resource should be used to showcase best practice and findings
- Approve the proposed next steps for each of the concepts as outlined on the next page
- Note that at October CAB there will be a decision on which concepts will become part of the portfolio and seed funding will be allocated

Concept allocation

The below table shows the next steps Capital Ambition Board representatives selected for each of the pitched concepts.

Idea progression	
1	**Data collection and predictive analytics:** early identification of households at risk of homelessness using cross-service line data
2	**Digital Personal Housing Plans (PHPs):** digitisation of forms required for all clients under new legislation
3	**Transition Insurance:** insurance scheme to underwrite deposits for private rental sector properties
4	**Podbank:** modular temporary accommodation units that can be moved and placed on meanwhile sites
5	**Transition support to move out of London (OOL):** increasing options for house seekers by supporting them through OOL transitions
6	**Fairbnb:** platform to enable non-priority single homeless to stay as lodgers in empty rooms in council housing
7	**TA procurement hub and ethical lettings :** platform that includes a live portfolio of all bookable properties procured for local authorities to use as temporary accommodation that ensure quality standards and work with landlords to reduce rents. Creating more readily available temporary accommodation at an affordable price

Signposted	
8	**Sustained Tenancy Support:** ensuring care leavers are provided with the necessary skills to maintain a tenancy
9	**Collaborative delivery vehicle:** local authorities to share risk in building new developments
10	**Volunteer for housing:** employment skills training for the homeless through volunteering with proceeds placed in housing deposit funds

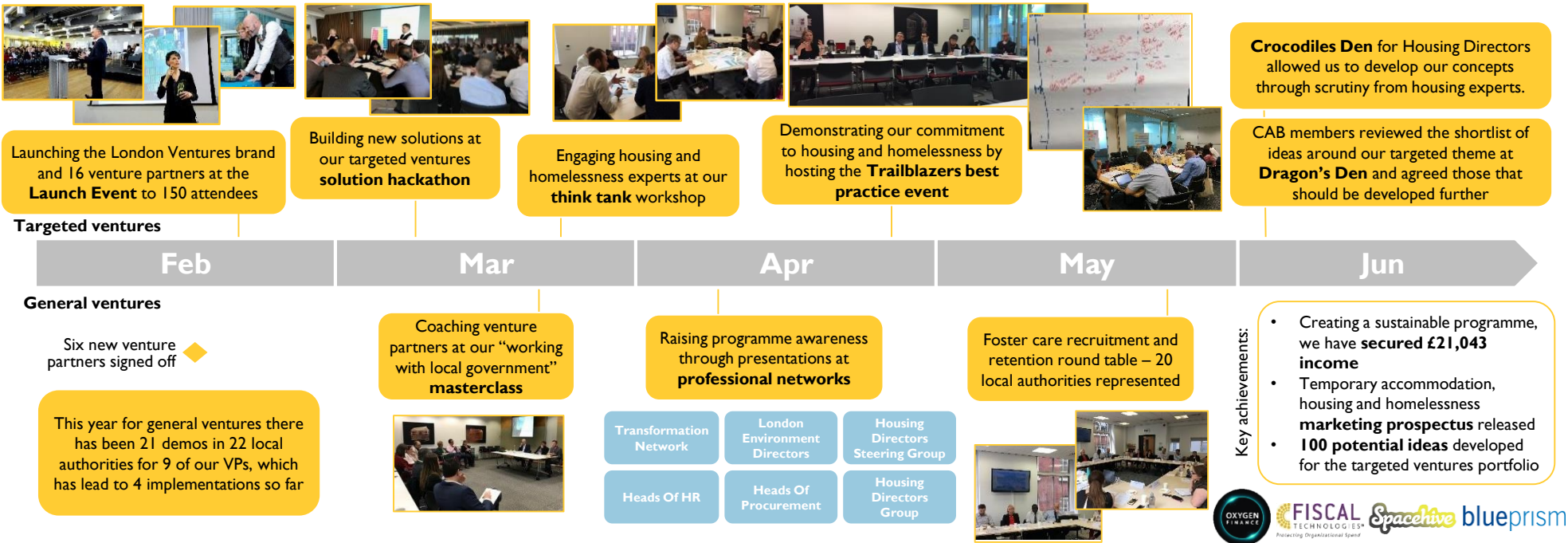| Rejected	
11	**TA Health & Safety monitoring:** establishing pan-London approach to monitor environmental quality in temporary accommodation residences
12	**Customer led housing information platform:** improving quality and accessibility of local authority information online, to increase ability to self-serve and greater manage expectations of residents
13	**Digital passport:** creation of a unique identifier not reliant on paperwork for improved access to benefits / services

London Ventures: *Progress update*

London Ventures has had a high impact first year of phase two, building a brand and identify, having innovative ventures partners and delivering our first targeted ventures cycle. There has been a focus on building our enabling workstreams, in particular marketing and communications to build our profile and reputation in the market to deliver a strong pipeline for implementation.

Since February Capital Ambition Board meeting:

- Our focus for **general ventures** has been on leveraging the success of the launch event and other relationships to lead to venture partner demos and implementations.

– For **targeted ventures** we have continued to build our profile with housing professionals and have completed the first three phases of our targeted ventures process.

We have provided a snapshot below of our programme successes to date and further detail about our focus and forward plan on the next page.

Crocodiles Den for Housing Directors allowed us to develop our concepts through scrutiny from housing experts.

Launching the London Ventures brand and 16 venture partners at the **Launch Event** to 150 attendees

Building new solutions at our targeted ventures **solution hackathon**

Engaging housing and homelessness experts at our **think tank** workshop

Demonstrating our commitment to housing and homelessness by hosting the **Trailblazers best practice event**

CAB members reviewed the shortlist of ideas around our targeted theme at **Dragon's Den** and agreed those that should be developed further

Targeted ventures

Feb	Mar	Apr	May	Jun

General ventures

Six new venture partners signed off

This year for general ventures there has been 21 demos in 22 local authorities for 9 of our VPs, which has lead to 4 implementations so far

Coaching venture partners at our "working with local government" **masterclass**

Raising programme awareness through presentations at **professional networks**

Foster care recruitment and retention round table – 20 local authorities represented

Key achievements:
- Creating a sustainable programme, we have **secured £21,043 income**
- Temporary accommodation, housing and homelessness **marketing prospectus** released
- **100 potential ideas** developed for the targeted ventures portfolio

Transformation Network

London Environment Directors

Housing Directors Steering Group

Heads Of HR

Heads Of Procurement

Housing Directors Group

OXYGEN FINANCE

FISCAL TECHNOLOGIES®

Spacehive

blueprism
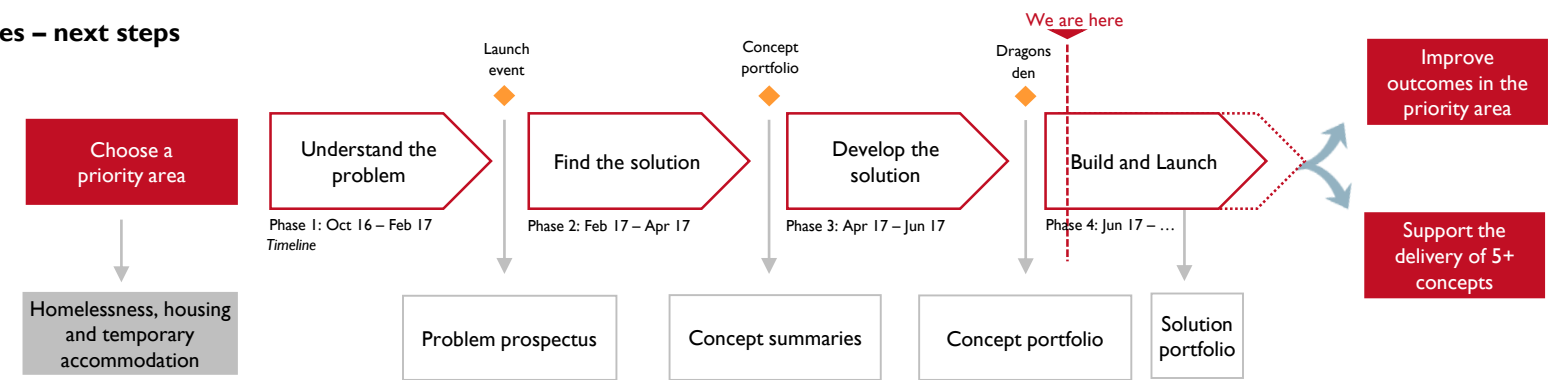
innovation through collaboration

London Ventures: *Forward Plan*

The London Ventures team are focussed on achieving the programme outcomes of building financial sustainability, developing our brand and identity and ensuring we have an innovative portfolio focussed on addressing key issues for the sector.

Key next steps:

- Our focus for **general ventures** in the coming months is on converting demonstrations into implementation and delivering benefits to London local authorities and their residents as well as building financial sustainability for the programme.

- For our **targeted ventures** we will be focussed on developing the high level business cases for the concepts selected by CAB at Dragons Den to be part of our portfolio. With a final decision at October CAB for becoming a venture partner.

Targeted Ventures – next steps

We are here

	Launch event		Concept portfolio		Dragons den	

Choose a priority area → Understand the problem → Find the solution → Develop the solution → Build and Launch →

- Phase 1: Oct 16 – Feb 17 *Timeline*
- Phase 2: Feb 17 – Apr 17
- Phase 3: Apr 17 – Jun 17
- Phase 4: Jun 17 – …

Improve outcomes in the priority area

Support the delivery of 5+ concepts

Homelessness, housing and temporary accommodation

Problem prospectus · Concept summaries · Concept portfolio · Solution portfolio

Upcoming events

Jul	Aug	Sept	Oct
Jul (tbc) GLA funding announcement for Podbank	**Jul / Aug** (tbc) Trailblazers event	**Sept** (tbc) Commercialisation roundtable	**October** (tbc) CAB meeting
17 July Working session with Directors of Children's Services		**Sept** (tbc) Crowd funding roundtable	**6 October** Housing Directors Group full meeting

Ongoing engagement with housing directors and officers via housing directors group, housing directors steering group and TA supply group.

innovation through collaboration

Appendix E: Oxygen Finance amendments

The commercial deal for Oxygen Finance has been amended to clarify the expectations on the London Ventures programme. The changes to the original text are italicised and underlined for clarity:

1. Where Oxygen signs a Letter of Engagement (LoE) with a local authority within twelve months of the introduction by London Ventures *and provided that the Milestones have been met*, it will pay the sum of £5,000.

   Milestones:
   a) *An initial meeting with senior client staff (i.e. the decision maker) takes place within six months of the introduction;*
   b) *there is clear confirmation of positive interest and intention to progress with an Oxygen Product within three months of the initial meeting;*