

Capital Ambition Board

Annual General Meeting

25 June 2015 - 10:30 – 12:30

Location: Conference Suite, First Floor
London Councils, 59 ½ Southwark Street, London, SE1 0AL

Contact Officer: Derek Gadd

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

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1 Apologies for absence and Announcement of deputies	
2 Declarations of interest*	
3 Minutes of the meeting held on 21 May 2015	1-2
4 Minutes of the Capital Ambition AGM held on 17 July 2014 (for noting – already agreed)	3-4
5 Capital Ambition AGM – Operational matters and accounts Recommendations – Members are asked to:- (a) Note the appointment of the Capital Ambition Board and the election of its Chair and Deputy Chair by Leaders Committee on 2 June 2015. (b) Welcome new adviser: James Rolfe, LB Enfield... (c) Approve the financial statement and transaction list for 2014/15. (d) Review and approve the three year budget proposal and business plan	5-16

6	Supporting health and social care reform and devolution	17-22
	Recommendations –	
	The Board is asked to:	
	a) agree in principle to use Capital Ambition funding of up to £150,000 to support the development of sub-regional working arrangements for health with strong borough engagement, subject to the agreement of a detailed business case; and	
	b) agree, given the ambition to make progress on sub-regional working this financial year, to delegate approval of the business case to the Chair in consultation with the Chair of London Councils and the Health portfolio holder and report back to the Board's September meeting.	

7	London Ventures:	
	Feedback from current investment cases	23-28
	London Ventures Programme Summary	
	It is recommended that the Capital Ambition Board receive and discuss the report and the decisions posed, and agree to:	
	a) Note the progress of the London Ventures programme, in particular the first hand reports from investment case pilot sites.	
	b) Note the programme financial projections and approve the budget to deliver the programme in 2015/16.	
	c) Agree the focus of work for the rest of 2015/16, including agree to divest of Ventures not aligned to the strategic or commercial programme priorities.	
	d) Note the feedback from the recent consultation event with CELC and SLT, and provide the remit to work up plans to be brought back to CAB in October 2015.	

8	Any other business
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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 Chairman to move the removal of the press and public since the following items are exempt from the Access to Information Regulations. Local Government Act 1972 Schedule 12(a) (as amended) Section 3 Information relating to the financial or business affairs of any particular person (including the authority holding that information).

Exempt agenda

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E1	London Ventures – Commercial Appendices	1-6
E2	Exempt Minutes of Capital Ambition Board held on 21 May 2015	7-10

Meeting of the Capital Ambition Board

Thursday 21 May 2015, 15:00

Conference Suite, 59½ Southwark Street, London SE1 0AL

Members

Edward Lord OBE JP
Cllr Stephen Alambritis
Cllr Jas Athwal
Cllr David Simmonds

Borough

City of London (Chair)
LB Merton
LB Redbridge
LB Hillingdon

London Councils

Nick Lester-Davis
Thomas Man
Andy Pitcairn

Lisa Henry
Emily Tofts

Corporate Director, Services
Head of Capital Ambition
Head of Budgetary Control and
Procurement
Capital Ambition Programme Manager
London Ventures Programme Manager

Advisers

Rob Leak
Mike O'Donnell

Chief Executive, LB Enfield
Finance Director, LB Camden

Board Secretariat

Ana Gradiska

Principal Governance and Projects Officer

EY

Darra Singh

Victoria Evans
Louise Warman

Associate Partner, Government & Public
Services
Manager, Government & Public Services
Manager, Government & Public Services

1. Declarations of interest

1.1. There were no declarations of interest.

2. Apologies

2.1 Apologies were received from Cllr Nicholas Paget-Brown (RB Kensington and Chelsea), Heather Wills (LGA), Martin Smith (LB Ealing) and Nathan Elvery (LB Croydon).

3. Minutes of the non-exempt part of the meeting held on 18 February 2015

3.1 The minutes were agreed as an accurate record of the non-exempt part of the meeting held on 18 February 2015.

3.2 The Chair said that the issue of Capital Ambition supporting targeted activity to support health and social care integration would be included on the agenda for the next meeting of this board.

- 3.3 The Chair introduced Thomas Man, the new Head of Capital Ambition, and Emily Tofts, a secondee from the Civil Service fast stream, and acting London Ventures Programme Manager. He added that two advisers - Jane West and Rita Dexter - have left the Board since the previous meeting. The Chair asked for the Board's thanks and gratitude for their long standing commitment to be minuted, and asked London Councils to seek replacement advisers from the Society of London Treasurers and the GLA family to replace the out-going advisers.

4. Director's Report

- 4.1 Nick Lester-Davis, London Councils' Corporate Director, Services introduced the report which showed the current balance of £3.21m at 31 March 2015.
- 4.2 Members noted the report.

The Chair requested that the next paper (item 5 – Progress summary and Options for Future Delivery of the Programme report) was taken along with Exempt papers E2 and E3, and therefore members resolved to exclude the press and public from the meeting for the exempt part of the meeting.

Meeting of the Capital Ambition Board AGM

Thursday 17 July 2014

Conference Suite, London Councils offices, Southwark Street, 10:30 am

Members

Edward Lord OBE JP (Chair)
Cllr Stephen Alambritis
Cllr Jas Athwal

Borough

City of London
LB Merton
LB Redbridge

London Councils

Nick Lester
Frank Smith
Mary Vine-Morris
Lisa Henry
Mehboob Khan

Corporate Director, Services
Corporate Director, Finance
Director, Capital Ambition
Capital Ambition Programme Manager
Labour Party political advisor

Advisers

Rita Dexter OBE
Nathan Elvery
Mike O'Donnell
Martin Smith

LFEPA
Chief Executive, LB Croydon
Director of Finance, LB Camden
Chief Executive, LB Ealing

Board Secretariat

Ana Gradiska

Principal Governance and Projects Officer

Ernst & Young (EY)

Leigh Streames
Darra Singh

Victoria Evans

Partner
Senior Manager, Government & Public
Services
Manager, Government & Public Services

1. Declarations of interest

- 1.1 There were no declarations of interest. The new membership of the board was noted, and the Board welcomed Cllr Jas Athwal, Leader of LB Redbridge as a new member and Nathan Elvery, Chief Executive of LB Croydon as a new adviser to the Board.

2. Apologies

- 2.1 Apologies were received from Cllr David Simmonds (LB Hillingdon), Cllr Nicholas Paget-Brown (RB Kensington and Chelsea), and Jane West (LB Hammersmith and Fulham).

3. Minutes of the meeting held on 6 March 2014

- 3.1 The minutes were agreed as an accurate record of the meeting held on 6 March 2014.
- 3.2 Matters arising:

The Director of Capital Ambition highlighted that under Item 5.3 of the minutes it said that "London Councils officers will work with the project managers on progressing the London Procurement Strategy: Category Management project and will bring the proposals back to the CA Board meeting in July". At the request of the project manager this has been deferred to the next meeting of the Capital Ambition Board.

4. Minutes of the Capital Ambition AGM held on 20 July 2013 (for noting)

- 4.1 The minutes were agreed as an accurate record of the meeting held on 20 July 2013.

5. Capital Ambition AGM – Operational matters/Accounts

- 5.1 Members noted the election of Edward Lord OBE JP as Chair and Cllr Stephen Alambritis as Deputy Chair of the Capital Ambition Board.
- 5.2 Members reviewed and agreed the Terms of Reference for the Board.
- 5.3 Members noted that the balance at 31 March 2013 was £4,240,152. This was in excess of the balance for 31 March 2012. This is due to any underspend being reclaimed on several of the projects that had come to their natural conclusion in the last year.

6. Director's Report

- 6.1 London Councils' Corporate Director, Services reported that there were currently only three active Capital Ambition projects all of which were considered to be green in status. Many projects had closed during the past year and, as per the decision at the previous CA Board meeting, London Councils officers have now ceased carrying out formalised benefits monitoring.

Capital Ambition Board

Annual General Meeting-Operational Matters and Accounts for 2014/15

Item no: 5

Report by: Lisa Henry **Job title:** Capital Ambition Programme Manager
Date: 25 June 2015
Contact Officer: Thomas Man
Telephone: 020 7934 9551 **Email:** thomas.man@londoncouncils.gov.uk

Summary

For review by members, this report includes:

- a) The Capital Ambition Board terms of reference and membership
- b) An end of year summary of operational progress in 2014/15
- c) An end of year financial statement and transactions list for 2014/15
- d) An outline three year budget proposal and business plan

Recommendations That members:

- a) Note the appointment of the Capital Ambition Board and election of its Chair and Vice Chair by Leaders' Committee on 2 June 2015 (see section A)
- b) Welcome the new adviser to the Board: James Rolfe, LB Enfield
- c) Review the summary of progress in 2014/15 (see section B)
- d) Approve the financial statement and transactions list for 2014/15 (see section C)
- e) Review and approve the three year budget proposal and business plan (see section D)

ANNUAL GENERAL MEETING – OPERATIONAL MATTERS AND ACCOUNTS FOR 2014/15

Terms of reference and membership

1. Section A below contains the Capital Ambition Board terms of reference. There are no proposed amendments to the document.
2. The membership of the Board has been included in the terms of reference. It should be noted that the Society of London Treasurers has nominated James Rolfe, Director of Finance and Corporate Resources and Customer Services, London Borough of Enfield as their representative.
3. We are still awaiting confirmation of the GLA Group representative for the Capital Ambition Board

SECTION A) TERMS OF REFERENCE AND MEMBERSHIP

Capital Ambition is London's Regional Improvement and Efficiency Partnership (RIEP) and a formal part of London Councils. It was formed in April 2008 by bringing together the London Centre of Excellence, London Connects, the Improvement and Employment Division of London Councils and London's Improvement Partnership, known as Capital Ambition. With the end of Central Government funding, the London Councils Leaders' Committee of 14 December 2010 agreed to continue Capital Ambition overseen by a Member-led Capital Ambition Board. The board will oversee the legacy investments of the previous portfolio and invest in new projects that meet revised strategic priorities.

Priorities for investment are:

- enhancing collaborative procurement
- developing shared services
- supporting service redesign or significantly improving productivity
- addressing workforce planning & productivity
- supporting major policy programmes

Purpose

The Capital Ambition Board will provide assurance for the legacy of the investments made into the current portfolio and of the efficiency savings that these projects will deliver. Furthermore it will:

- Continue to fund projects that meet the funding criteria agreed by Leaders' Committee on 14 December 2010.
- Help set the strategic direction for improvement, efficiency, transformation and innovation in London local government.
- Encourage participation in and garner support for shared and collaborative solutions in commissioning and service delivery.
- Account for and performance manage efficiency support.
- Report to the London Councils Leaders' Committee on the progress of the investment fund.
- Have oversight of and operational responsibility for the London Ventures initiative – strategic brokerage service.
- Commission activity and / or fund commercial contracts in line with funding priorities.
- Engage with key stakeholders to promote Capital Ambition's ethos, products and outcomes.
- As appropriate, review business cases and agree / not agree funding provisions.

Membership

The board will be Member-led and only by majority of members elected to the board will authority be granted to fund projects that meet the criteria stated above.

The board will consist of 5 Members expressing the political balance across London Councils. The Chair of the Board will be elected from the agreed members. The Chair, Deputy Chair and the remaining Board members will be appointed annually at the Leaders' Committee AGM.

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

The board will be supported by a number of advisors:

- 3 representatives of the Chief Executives' London Committee (CELC)
- 1 representative from the Society of London Treasurers (SLT)
- 1 representative from the Local Government Association (LGA)
- 1 officer from the Greater London Authority Group (GLA)
- 1 officer from London Fire and Emergency Planning Authority (LFEPA)
- 1 Chair of the London Procurement Strategy Board (LPSB)

Confidentiality

In line with London Councils policies papers for the meeting will be made publicly available 1 week prior to the meetings. Members of the public can attend the Capital Ambition Board Meetings, but are requested to inform London Councils in good time prior to the meeting so that facilities can be made readily available. The only exception to this would be if the board select to hold a private session.

When considering whether to conduct business in private session the provisions of Part VA and Schedule 12(a) of the Local Government Act 1972 will be applied.

Voting

- The quorum shall be three members or their substitutes.
- Each representative (including substitutes) shall have one vote and decisions of the Board will be taken on a show of hands (unless otherwise agreed by the Chair) by simple majority vote.
- Substitute representatives for full members must announce their substitute role at the beginning of the meeting or as soon as possible after their arrival.

Commitment

Board Members are expected to attend Capital Ambition Board (CAB), meetings usually to be held at London Councils offices. It is expected there will be 4 - 6 meetings per year, one of which will be the Annual Meeting to agree the final accounts, and review progress.

Administration and Support

Secretariat support to the Board will be provided by London Councils.

Liabilities

Appended to London Councils Constitution.

Reimbursement & Expenses

The Board will receive no reimbursement and any expense claims will be dealt with under London Councils policies.

Changes

Any changes/ amendments to the Capital Ambition Terms of Reference must be agreed to by London Councils Leaders' Committee.

Named CA Board members and advisers (as at June 2015)

London Borough	CA Board member	Party
City of London	Edward Lord – Chair	
Merton	Cllr Stephen Alambritis – Vice chair	Labour
Redbridge	Cllr Jas Athwal	Labour
Hillingdon	Cllr David Simmonds	Conservative
Kensington and Chelsea	Cllr Nicholas Paget-Brown	Conservative

Labour substitute members are: Cllr Blackwell – LB Camden and Cllr McGlone – LB Lambeth
Conservative substitute members are: Cllr Govindia – LB Wandsworth

Organisation	CA Board advisor	Advisor role
LB Croydon	Nathan Elvery	CELC rep
LB Ealing	Martin Smith	CELC rep
LB Enfield	Rob Leak	CELC rep
LB Enfield	James Rolfe	SLT rep
LGA	Heather Wills	LGA rep
		GLA Group
LB Camden	Mike O'Donnell	LPB Chair

Scheduled CA Board meeting dates (as at June 2015)

All meetings are at 10:00 – 12:00 to be held in the Conference Suite at London Councils

2015

Thursday 10 September 2015

Thursday 22 October 2015

Thursday 10 December 2015

2016

Thursday 18 February 2016

Thursday 14 April 2016 – this will fall within the pre-election period for the London Mayoral Election, and therefore will also be rescheduled.

Thursday 23 June 2016 (AGM)

B) END OF YEAR SUMMARY OF OPERATIONAL PROGRESS IN 2014/15

Over the course of 2014/15 Capital Ambition has:

1) Paid out a further £215,000 across programme commitments.

2) Capital Ambition Grant Awards and invitations:

- i) Awarded a grant to London Hive for a second year - £4,000
- ii) Invited London Ventures to consider how to de-risk and prove concepts of two of the first generation Ventures, resulting in grant awards to:
 - a) London Borough of Croydon to become an exemplar site for Blue Prism - £159,000
 - b) London Borough of Hackney to be a pilot site for Xantura CSPM - £91,400
 - c) London Borough of Newham to be a pilot site for Xantura CSPM - £91,400
 - d) London Borough of Tower Hamlets to be a pilot site for Xantura CSPM - £91,400
- iii) Invited London Procurement Strategy Board to submit a bid for further funding to continue their work.
- iv) Invited London Councils' officers to work up ideas for Capital Ambition to support the work on health and adult social care integration.
- v) Invited London Ventures to propose how Capital Ambition might help to de-risk some of the third generation Ventures.

3) London Ventures:

- i) Promoted generations one and two Ventures, such that we now have five of the Ventures in delivery across nine different boroughs.
- ii) Progressed the third generation of London Ventures.
- iii) Transitioned to the self-financing phase of the London Ventures programme, which has required Capital Ambition and EY agreeing to a risk sharing agreement to cover the costs prior to income being realised. This is capped for Capital Ambition at £140,000.
- iv) Nominated for two industry innovation awards.

4) Communications:

- i) Produced the 14/15 Annual Review, which was distributed to all Leaders and Chief executives.
- ii) Attended the London Councils Summit and took a stand with EY to showcase London Ventures.

5) **Staffing:**

- i) Capital Ambition saw the departure of the Director, who had been part-time, replacing her with a full time Head of Capital Ambition, who started at the start of the new financial year.
- ii) Capital Ambition has been approached by the Civil Service to host fast stream graduates, on a short-term placement. These would be 3-6 month placements.

6) **Accounts:**

At the end of financial year 2014/15 London Councils took over the accountable body status for the residual Capital Ambition fund from the London Borough of Hammersmith and Fulham.

C) FINANCIAL STATEMENT AND TRANSACTIONS LIST FOR 2014/15

Capital Ambition programme summary financial year 2014/15

Income

Balance carried forward from 1 April 14	£ 4,480,745
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Expenditure

Total operational spend	£ 194,802
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Project grant draw down (detail below)	£ 354,727
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Balance at year end 2014/15	£ 3,931,216
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Project grant draw down details 2014/15

CA507 - WLA Property and Asset Management	£ 147,887
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CA526 - London Ventures - risk share agreement	£ 140,000
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CA527 - Spacehive	£ 4,000
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CA529 - Xantura Pilot - Hackney	£ 62,840
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Total	£ 354,727
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Project commitments 2015/16 - 17/18

CA507 - WLA Property and Asset Management	£ 287,616
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CA528 - Blue Prism Exemplar - Croydon	£ 159,000
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CA529 - Xantura Pilot - Hackney	£ 28,560
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CA530 - Xantura Pilot - Tower Hamlets	£ 91,400
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CA531 - Xantura Pilot - Newham	£ 91,400
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Total	£ 657,976
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Operational budget commitments 2015/16 - 17/18	£ 948,200
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Balance uncommitted grant fund	£ 2,325,040
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D) THREE YEAR BUDGET PROPOSAL AND OUTLINE BUSINESS PLAN

Context

1. The Capital Ambition programme was established in 2008 as London's Regional Improvement and Efficiency Partnership. By March 2013, Capital Ambition had invested £34 million in improvement and efficiency projects, with further commitments of nearly £3 million to on-going work.
2. Since 2013, Capital Ambition has driven innovation in local government primarily through the London Ventures programme that is delivered in partnership with EY.
3. The following sections sets out the following:
 - High level indicative spend over the next three years
 - Outline workstreams and activities

Three year indicative spend overview

FY 2015/16	FY 2016/17	FY 2017/18
Staffing and internal recharges £186k	Staffing and internal recharges £191k	Staffing and internal recharges £196k
Operational Budget £125k	Operational Budget £125k	Operational Budget £125k
Capital Ambition legacy projects (WLA) £288k		
Capital Ambition funded LV pilots £370k		
LV 3 rd generation investment cases £262k		
Health and social care £?		
New LV programme £?		
<div> <div>CAB 09/15</div> <div>CAB 12/15</div> <div>CAB 10/15</div> <div>CAB 02/16</div> <div>End of 3 year LV contract with EY</div> </div>	<div> <div>CAB 04/16</div> <div>CAB 06/16</div> </div>	
FY 15/16 total expenditure £1.23m	FY 16/17 total expenditure £316k	FY 17/18 total expenditure £321k
		Total FY 15/16–17/18 expenditure £1.87m
		Indicative uncommitted balance £2.05m

4. The diagram sets out broad areas of activity that constitute the Capital Ambition, programme. For 2015/16 the proposed spend is £1.23 million, and this is allocated as follows with a brief explanation:

- **Salary and overheads:** £185,891. This includes salary and on costs for London Councils Capital Ambition Team as well as internal recharges for accommodation, IT and corporate support.
- **Operational budget:** £125,000. This fund will cover activities that support the operational delivery of the Capital Ambition programme and include areas such as events and conferences and publications. This budget can also be used to support developmental work to support the overall Capital Ambition programme for example improving knowledge sharing and best practice in London.
- **Capital Ambition legacy project:** £287,616 WLA Property and Asset Build Initiative. This is the final year of the Capital Ambition funded legacy project.
- **Capital Ambition funded London Venture pilots:** £370,360. These funds will fund the implementation of the LB Croydon Blue Prism as well as the LB Hackney, LB Newham and LB Tower Hamlets Xantura projects.
- **Capital Ambition funded third generation business cases:** £261,600. These funds could be used by the Board to de-risk the implementation of the Visbuzz video calling project and Xantura tap it safety app.
- **Health and Social Care Integration:** £TBC. Further details is provided in the Capital Ambition Workplan overview and item 6 on the agenda.

5. The budgets for 2016/17 and 2017/18 will depend upon the Board's decisions about the future direction of the Capital Ambition programme. Below is an overall summary for each year:

- 2016/17 indicative budget: £315,924
- 2017/18 indicative budget: £321,386
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6. In total there is a proposed three year spend of £ 1,867,776. This leaves an uncommitted indicative balance of £2,049,761.

Capital Ambition Workplan overview

7. For the 2015/16 financial year the following key activities are already in place and currently being delivered. These are:

- London Ventures programme. Advocacy and delivery of generations one to three Ventures in partnership with EY. This includes implementation of the Blue Prism and Xanutra pilots. There are also opportunities to fund pilots in the latest round of approved Venture partner projects.
 - Capital Ambition legacy projects. The remaining legacy project will draw down its remaining funding and formally close down as a Capital Ambition project at the end of the 2015/16 financial year.
 - Communications: Raising awareness among London boroughs of the London Ventures programme through improved marketing and communications activity.
8. There are a range of potential opportunities for the Board to consider as part of its overall strategy going forward in relation to using the remaining Capital Ambition funding. The following bullets are not an exhaustive list and contain workstreams that will require further development and consideration. The potential areas for development include
- London Ventures “2.0” (please see agenda item 7): a refocused workstream that focuses on a key challenging area for local government and seeks to identify innovation and solutions from the private sector. This revised approach may also utilise existing London Ventures projects and potentially utilising them differently to meet the needs of the new workstream. Given the potential change in scope of the programme and the spend limitations imposed by EU procurement regulations, it is likely that any new activity will need to undergo a procurement process.
 - Health and social care integration: following Leaders’ Committee request to Capital Ambition Board to look at options around use of CAB funding to facilitate health partnerships. Given the breadth of this area the Board will need to carefully consider what specific activities it wishes to engage in. A paper will be presented to the Board later in the agenda that will present an opportunity for grant funding a targeted activity in this area.
 - Knowledge sharing and dissemination: there has been significant feedback from various Chief Executives and the recently held joint CELC/SLT workshop about the need to understand and share in a more proactive way what local authorities are doing to address the challenge of the Government’s austerity programme. This could be an area of work that the Board could invest into which could provide significant long terms benefits to boroughs.
9. There will also be other opportunities that present themselves going forward as the political and economic landscape changes over the next 12 months so the Board may wish to request officers to continue to look for areas and opportunities where the Capital Ambition programme could add value in subsequent board meetings.

Capital Ambition Board

Supporting health and social care reform and devolution

Item no: 6

Report by:	Sarah Sturrock	Job title:	Strategic Lead, Health & Adult Services
Date:	25 June 2015		
Contact Officer:	Sarah Sturrock		
Telephone:	020 7934 9653	Email:	sarah.sturrock@londoncouncils.gov.uk

Summary

London Councils Leaders' Committee on 10 February 2015 discussed health and care reform. In this conversation it was suggested that the Capital Ambition programme might provide a source of funding to unlock local partnerships [for health and care reform]. In the actions it was agreed that a report should be considered by the Capital Ambition Board on options about the use of Capital Ambition balances to facilitate health partnerships.

This paper summarises further developments around health and care reform and devolution and initial considerations by officers about potential areas in which Capital Ambition could play a constructive role to help move these forwards.

Recommendations

The Board is asked to:

- a) agree in principle to use Capital Ambition funding of up to £150,000 to support the development of sub-regional working arrangements for health with strong borough engagement, subject to the agreement of a detailed business case; and
- b) agree, given the ambition to make progress on sub-regional working this financial year, to delegate approval of the business case to the Chair in consultation with the Chair of London Councils and the Health portfolio holder and report back to the Board's September meeting.

HEALTH AND SOCIAL CARE INTEGRATION

Background

1. On 3 March 2015, the London Congress Executive endorsed a proposal for joint work between boroughs and the Mayor to develop a framework for negotiating devolution for London with the new government that covered skills; employment; growth; housing; crime, community safety and criminal justice; and health. Work on this has been led by borough chief executives, working with London Councils officers and key partners, including the GLA.
2. Key points emerging from discussions with Leaders over subsequent months, that are steering the development of more detailed thinking are:
 - a desire to increase local democratic accountability for health and care, to act as a driver for reform;
 - a shared ambition to shift the focus of health and care more towards prevention and the maintenance of health, wellbeing and independence, while ensuring people have access to high quality services and expertise when that is needed;
 - recognition of the need for a whole system approach – both breaking down the barriers between the NHS and local authority social care and public health, but also acknowledging that it is not possible to avoid the issues around acute hospitals, not least given that 92% of NHS spending is in hospitals;
 - recognition that this means that health and care will need to be shaped through work at multiple levels: locally, around local health economies or hospital footprints i.e. sub-regionally, regionally and nationally;
 - a desire to work as far as possible with the NHS in shaping solutions for London – and that the report of the London Health Commission provides a helpful starting point for this, as do a growing range of examples of boroughs and NHS partners delivering innovation and change.
3. The London Councils Executive is considering a paper at its meeting on 23 June that reflects another issue that has been recognised – that there is considerable scope for public service reform to health and care within existing powers. The Executive is therefore being asked to consider collective aspirations and actions to support local activity to drive progress in three particular areas during this year: strengthening Health & Wellbeing Boards, moving forward on integration, and seeking to establish effective sub-regional partnership working on health across the capital.

Potential ways for Capital Ambition to support health and care reform and devolution in London

4. London Councils' officers have given thought to how Capital Ambition funding might be used to support health and care reform and devolution. They have adopted the following broad criteria to steer their thinking about any potential activity:
 - It should support a systemic shift in health and care reform in line with local government ambitions to improve outcomes, inequalities and the efficiency and responsiveness of services to people's needs;
 - It should strengthen the case for increased roles for local authorities in leading the transformation of health and care for the benefit of their communities;
 - It should have a distinctive local government focus, while supporting reform that better integrates health and care – it should therefore not 'compete' with strong or well-funded NHS programmes or be distorted to secure match-funding or other partnership working that would blur the added value to local government;
 - It should either address issues across London or produce learning and new models of working that can subsequently be shared across London to secure wider benefits;
 - It should support and add clear value to existing activity, and not create significant new resource pressures that would divert energies from current priorities; and
 - It should be able to deliver visible results within a reasonable timescale i.e. maximum 1-2 years.
5. In the light of these criteria, at this stage there is one potential area that has been identified in which Capital Ambition funding could bring particular benefits.
6. If the Executive agrees a collective ambition to establish effective sub-regional working on health across London, Capital Ambition could fund some work to support making a reality of this. The precise nature of that work would need to be worked up in greater detail, but might include:
 - mapping existing sub-regional working on health and care and the extent and nature of local government's engagement in this;
 - facilitated support to boroughs in sub-regions to develop their thinking about how they would like to organise themselves, what they consider should be done at the sub-regional level, governance models, mapping out routes to establishing arrangements, negotiating new ways of working with the NHS

(including adapting some of their existing sub-regional arrangements) and identifying support needs to move forward;

- drawing together analysis of the different models and perspectives on sub-regional working across London, to enable consideration by the Executive and Leaders' Committee of whether there is a need to agree a collective framework for sub-regional working to support our case for devolution, and to support engagement at the London level with NHS England, the Mayor and others to support the development of sub-regional approaches that work for boroughs.

7. The nature of the work would be consultancy, facilitation and support and analysis. We would therefore need to develop a tender for procuring a contract. The scale of cost will be dependent on that – but could be in the order of £150,000 if an approach of working with each sub-region is adopted.
8. It would be possible to take an approach of focussing in on one sub-region and working through the detail with them, with a view to using this as a model to share with others. However, we have two concerns about such an approach. Firstly, each sub-region is very different – with different relationships, issues and histories – and there is likely to be considerable unhappiness at any sub-region having another's approach thrust upon them. Secondly, it would take too much time. Each sub-regional arrangement will depend heavily on the buy-in of its members, which takes time to develop and this would extend the time until we had arrangements across the capital. Also, NHS sub-regional arrangements are increasingly crystallising and if local government fails to find ways of shaping and engaging in those this year there is a risk that it will become harder to gain influence in future.

Next steps

9. The Capital Ambition Board is invited to consider the idea outlined above and decide whether officers should develop it further.
10. If the Board agrees in principle, a detailed business case will be developed to underpin the commissioning of this work. If the Executive confirms a collective aspiration for the development of sub-regional working on health during this financial year, we will need to make swift progress to get the facilitation and support in place. Therefore, the Board is asked to delegate agreement of the business case to the Chair, in consultation with the Chair of London Councils and the Health portfolio holder rather than waiting until its September meeting. The Chair's decision will be reported back to the Board.

Capital Ambition Board

London Ventures Programme Summary

Item no: 7

Report by: Lisa Henry **Job title:** Capital Ambition Programme Manager
Date: 25 June 2015
Contact Officer: Lisa Henry
Telephone: 0207 934 9547 **Email:** Lisa.henry@londoncouncils.gov.uk

Summary

This cover report introduces the London Ventures Programme Summary. The report updates the Board on the progress of the Ventures that are currently part of the London Ventures portfolio, and early indications of their impact. The report also sets out how the London Ventures programme can be re-focussed to support some of the biggest challenges facing London local government.

The report includes a summary of the London Ventures programme commercial structure and detail of the current financial position.

Recommendations

It is recommended that the Capital Ambition Board receive and discuss the report and the decisions posed, and agree to:

- a) Note the progress of the London Ventures programme, in particular the first hand reports from investment case pilot sites.
- b) Note the programme financial projections and approve the budget to deliver the programme in 2015/16.
- c) Agree the focus of work for the rest of 2015/16, including agree to divest of Ventures not aligned to the strategic or commercial programme priorities.
- d) Note the feedback from the recent consultation event with CELC and SLT, and provide the remit to work up plans to be brought back to CAB in October 2015.

LONDON VENTURES PROGRAMME SUMMARY – COVER REPORT

Background

1. Capital Ambition's London Ventures initiative was launched on 23 February 2013, with the first generation ventures signed off on 7 October 2013, and second generation ventures followed swiftly, being signed off by CA Board on 14 February 2014. In October 2014 CA Board agreed to invest up to £433k in proof of concept pilots in two Ventures. Generation three of Ventures was signed off in two phases, the first on 18 February, and the second on 21 May 2015.

Summary of decisions made at last meeting

2. At the May 2015 Capital Ambition Board meeting the following decisions were made:
 - a. The Board agreed to take four ventures into delivery. These will support boroughs by providing them with: cutting software costs, continuous protection against spend fraud, video calling made simple for lonely or vulnerable people, and an app to support persons who are subject to domestic or intimate partner abuse.
 - b. To continue with the current London Ventures programme and to invite EY and London Councils to work together to bring back a proposal to the June Board around options for investing in a 'new' generation: to enable Capital Ambition, and the resources available, to play a key role in addressing some of the big strategic challenges facing local government.

Presentations by investment case project managers

3. As part of the grant award to the investment case pilot sites they committed to attend CAB and give timely updates. Progress updates will be given by Croydon, implementing Blue Prisms' robotic automation Venture, and Hackney, Tower Hamlets and Newham will feed back on developing the children safeguarding predictive risk model with Venture partner Xantura.

Key activities May - June

4. Met with new Venture partners to discuss how we might promote their Venture to the local government market, considering the most appropriate target audience.
5. Held a consultation event with members of CELC and SLT to begin the process of re-focussing the programme.
6. All boroughs have now engaged with the programme, and the net benefits have been conservatively estimated at £6million.

Programme financial summary and budget for 2015/16

7. The financial summary shows that income has begun to flow back into the programme. EY's financial projections indicate that by the end of March 2016 the Ventures programme is expected to generate a total income of £85k. A further £196k of committed income is due from the deals that have been signed over future financial years. There is potential, over 2015/16 for deals to be signed that will bring an additional £164k into the programme.
8. EY are proposing to use this committed and non-committed income to support the delivery of the programme over 2015/16, continuing to use the agreed risk-sharing fund.

Resource allocation and next steps

9. The report outlines how the resource will be allocated to meet the objectives of the programme, and the decisions made at CAB 21 May 2015, within the proposed budget.
10. The focus of activities will be on facilitating engagement between third generation Ventures and local authorities, with a proposal to divest in those Ventures that do not align sufficiently with either the commercial attractiveness or strategic importance.
11. Developing the new generation building on the feedback from the consultation event held with members of CELC and SLT:
 - a. Proposal to re-focus the priorities of the programme by running three working sessions with a small number of chief executives and finance directors;
 - b. Developing case studies and using intelligence to support good decision making; and
 - c. Develop a maximum of six propositions for CAB to consider in October, as to how best to develop the next generation of London Ventures.
12. London Councils' officers propose to engage fully with this process and ensure that conversations are strategically aligned with the work of other teams within the organisation. Including briefing and involving portfolio leads and policy heads at appropriate junctures. This will reduce the potential for duplication and increase the added value that London Ventures brings.

Financial Implications for London Councils

13. The Director of Corporate Resources reports there are financial implications arising from this report, as detailed below.

14. Members are reminded that the total approved investment to date is £947,000 however £433,200 of this is in the form of grants to Boroughs, which will be drawn down over the next 12 months.
15. By the end of March 2016 the Ventures programme is expected to generate a total income of £85,053. A further £196,114 of income is committed from the deals signed, and EY are confident in other deals being signed this year which will support the programme. Members are asked to note that the budget for 2015/16 is based on this committed and non-committed income.
16. As agreed between London Councils and EY, income generated from the Ventures programme will be used to pay back EY's investment over and above the originally agreed £280,000 jointly owned overdraft facility. London Councils' investment in the programme will be equal with EY's once the overdraft has been reduced to a total of £280,000.

Legal Implications for London Councils

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

Equalities implications for London Councils

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

Recommendations

19. It is recommended that the CA Board receive and discuss the progress summary and agree to:
 - a) Note the progress of the London Ventures programme.
 - b) Note the programme financial projections and approve the budget to deliver the programme in 2015/16.
 - c) Agree the focus of work for the rest of 2015/16, including agree to divest of Ventures not aligned to the strategic or commercial programme priorities.
 - d) Note the feedback from the recent consultation event with CELC and SLT, and provide the remit to work up plans to be brought back to CAB in October 2015.

Capital Ambition Board

London Ventures Programme Summary

25th June 2015



This report is intended for the sole use of London Councils. EY and London Councils shall have no responsibility whatsoever to any third party in respect of the contents of this report. It should not be provided to any third party without EY or London Councils prior written consent.

Disclaimer

This report is proprietary to Ernst & Young (EY). In carrying out EY work and preparing the report, we have worked solely on the instructions of London Councils and for London Councils purposes. EY has been commissioned by London Councils to support Capital Ambition to facilitate, broker and advocate projects with the objective to identify improvement opportunities for public services in London.

EY facilitates commercial discussions where roles, activities, deliverables, investment and income are agreed for delivery. Local Authorities remain autonomous in this process and once commercial deals are agreed, individual Local Authorities are required to run their own procurement processes to underpin the deal. The agreement of a commercial deal within the London Ventures programme does not constitute EY endorsement for any specific product. Any decision to approve the commercial deal is undertaken by the Capital Ambition Board.

This report will not constitute any legal opinion or advice. We will not conduct a review to detect fraud or illegal acts.

EY report may not have considered issues relevant to any third parties, any use such third parties may choose to make of EY report is entirely at their own risk and we shall have no responsibility whatsoever in relation to any such use.

The information in this report will have been supplemented by matters arising from any oral presentation by us, and should be considered in the light of this additional information.

Our review is intended solely for the information and use of London Councils and the Capital Ambition Board. It is not intended to be and should not be used by anyone other than London Councils and the Capital Ambition Board.

Foreword

The Capital Ambition Board (CAB) in May reflected on the success of the London Ventures programme, recognising its collective benefits and the ambition to continue the current programme. Four additional commercial deals were approved – Fiscal Technologies, Cerno, Visbuzz and Xantura's 'tap-it' app. This brings the current London Ventures portfolio to 15 ventures, all of which are providing positive and varied contributions to London's boroughs. We have conservatively estimated that the programme to date has identified £6m+ of financial benefits for local authorities.

London Ventures provides us with a fantastic opportunity to innovate and respond to a wealth of problems, bringing together issues as strategically varied as software for reducing fraud in invoicing systems (Fiscal Technologies) to bringing socially isolated individuals into easier contact with their families through a simple digital solution (Visbuzz). Based on the opportunity to reap pan-London benefits, we have recommended in the commercial appendices that the board considers investing in two ventures, Visbuzz and Xantura's 'tap-it' app.

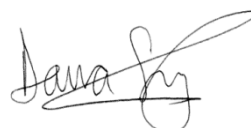
Acknowledging CAB's agreement to continue with the programme, this report sets out how we will continue to manage and maintain momentum in the current portfolio. However, as noted in the May board, financial and contractual principles mean that this activity will be delivered through the agreed overdraft principles of the programme, and this will be reflected in the activity to deliver a self sustaining programme.

Our mission statement is:

"To deliver significant benefits for the residents of London. We will do this through securing investment and facilitating multiple organisations to make innovation a reality. We will achieve this by working in partnership with public and private sector organisations who see benefits from co-ordinated access to the London public services market"

We have additionally met with a number of Chief Executives and Treasurers through the Chief Executive London Committee (CELC) and the Society of London Treasurers (SLT), who provided us with reflections on their future ambition for the programme and strategic direction. Through our discussion, they have developed a process for engaging with the sector to re-focus the priorities of the programme to tackle London's most strategic challenges. We propose that we take this forward over the next few months, and for CELC/ SLT to provide you with a set of recommendations at the Capital Ambition Board meeting in October.

This is an exciting and innovative approach to public service delivery. This report demonstrates the benefits this programme has delivered to local authorities; what we have achieved together to date; and what the following nine months of our partnership could look like.



Darra Singh
Partner, EY





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Introduction



Introduction

Following feedback and agreement at the Capital Ambition Board (CAB) in May, this report focusses on:

- The journey of the London Ventures programme - Articulating the success of the programme in terms of financial benefits to local authorities, the size of the current portfolio and the engagement with local authorities across London
- How we will deliver the current portfolio for FY15/16 - Acknowledging the agreement from CAB in May that the programme should be continued, this report sets out the focus of activity for the financial year within the overdraft facility
- Understanding key priorities going forward - Acknowledging that the programme could be more ambitious in tackling London's biggest and most strategic challenges, this report sets out how the programme will work with CELC/SLT to refocus the priorities for London Ventures

Section 1: The Journey	To date, the programme has identified £6m+ financial benefits for local authorities. 15 ventures have been approved for delivery, with implementation in 13 local authorities, a third of London local authorities. All local authorities across London have engaged in the programme and over 100 stakeholders have been consulted in total.
Section 2: Financial statement	This year the programme will receive a cash inflow of £85k, with additional income projected through ventures not yet in delivery. As the programme moves to being self sustainable, it will operate within the overdraft facility and therefore, the proposed programme budget for July - March is £122k. Guaranteed cash into the programme in future financial years is expected to be £196k, moving the overdraft towards zero.
Section 3: Delivering the current portfolio for FY15/16	The London Ventures programme will focus on maintaining momentum in the current portfolio with activity targeted on monitoring and promoting the most strategically aligned venture partners.
Section 4: Re-focussing priorities	In addition to managing the current portfolio, the programme will work with CELC/SLT over July to September to support re-focussing the programme's priorities through working sessions with a sub-group of CELC/SLT. The outputs from these sessions and a draft specification will be presented back to CAB in October.
Appendices	Included as appendices to this report are the programme's KPIs. In addition, the commercial appendices have been included which sets out the investment case for CAB to invest in Visbuzz and the 'tap-it' app. The commercial appendices also revisits the Care Brokerage venture with the recommendation to maintain it within the portfolio for consideration for investment at September's CAB.

Introduction

Decisions for the board:

Financial statement (Section 2)

- Approve the FY15/16 budget to deliver the programme, acknowledging the ambition to move to a self sustaining model and reducing the overdraft

Delivering the current portfolio for FY15/16 (Section 3)

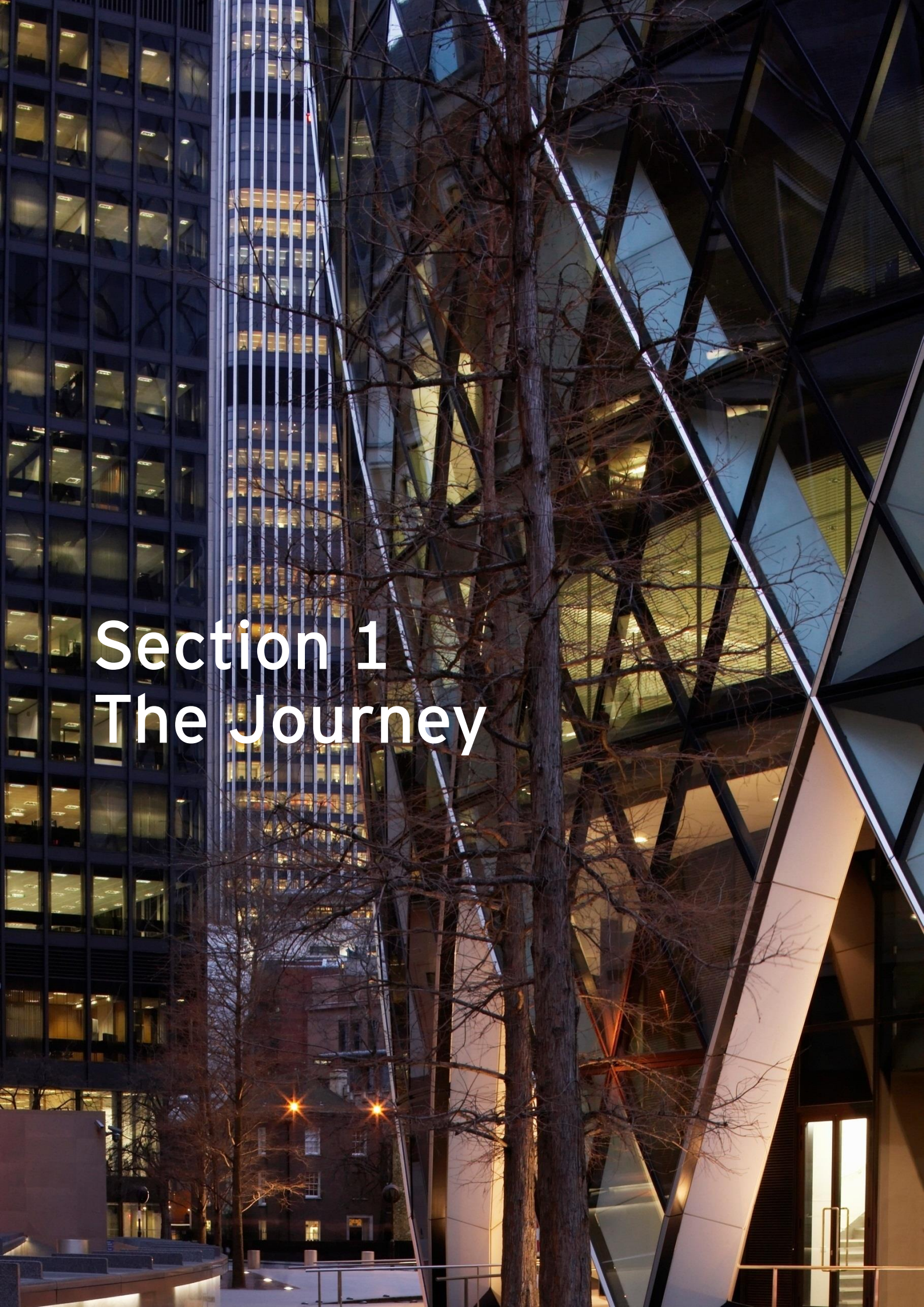
- Agree the focus of work for FY15/16 within the overdraft facility
- Agree to divest in ventures which are not strategically or commercially aligned to the programme priorities (Pitchwise, Business Angels and i-Technosoft) so that that activity is focussed on those ventures which generate the greatest commercial and strategic benefits
- Review additional activity such as a 4th generation of ventures at later board meetings

Investment cases (Commercial appendices)

- Approve the investment cases in the commercial appendices
- Agree to keep Care Brokerage within the portfolio with a view to considering investment in the venture at September's board

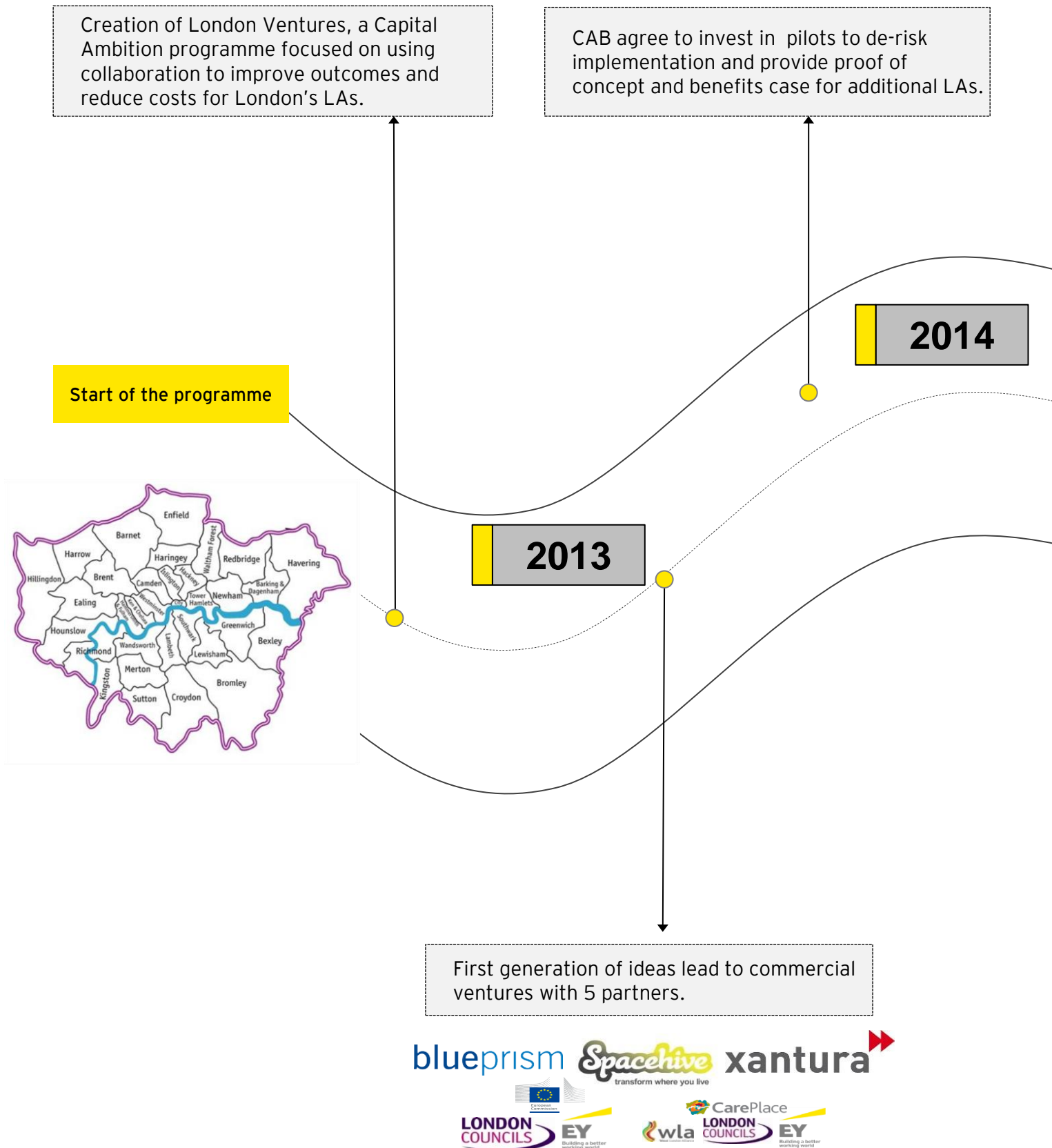
Re-focussing priorities (Section 4)

- Acknowledge the feedback and outcomes from CELC/SLT
- Provide the remit to work with CELC/SLT as set out in our proposal



Section 1 The Journey

London Ventures – the journey so far





Second generation of ideas lead to commercial ventures with 4 partners.

June 2015

2015



Authorities engaged with London Ventures

Authorities engaged with London Ventures and implementing ventures

Programme receives national and international attention and recognition, nominated for 2 awards in the UK.

Third generation of ideas leads to commercial ventures with 6 partners.

Quadnet Centrix Software

visbuzz FISCAL TECHNOLOGIES®

Cerno xantura

Benefits of the programme

**13 local
authorities
implementing
ventures**

*Ventures in delivery at Croydon, Hackney,
Tower Hamlets, Ealing, Harrow, Camden,
Bexley, Lewisham, Newham, Enfield,
Hammersmith & Fulham, Barnet, GLA*

**Financial
benefits for
local
authorities
£6m+**

*Potential financial
benefits of up to
£30m*

**All London
local
authorities
have engaged
with the
programme**

*6 new ventures in
the last 4 months*

**15 ventures
approved
for delivery
across
London**

*Consulted with CIOs,
Socitm, CEOs,
Financial Directors,
Service Directors,
Troubled Families
teams, and many
others*

**100+
stakeholders
consulted
across
London**



Overview of benefits realised to date

Children's Safeguarding

£3m benefits

399 troubled families

95% targets met for TFP

- Overall, the benefits case equates to over £3m: £1m per CSPM pilot local authority, including Troubled Families (TF) efficiencies, reductions in the number of Children In Need, Child Protection and Looked After Children cases, and efficiency gains in Safeguarding teams through better sharing of data.
- Hackney has utilised the CSPM programme to help identify their troubled families, making a significant contribution to the target set by DCLG. This should generate between £399,000 and £718,200 in results based payments.
- Hackney look set to qualify for the expanded Troubled Families programme which required them to positively improve outcomes for at least 75% of families they committed to support - they hit 95% thanks to Xantura support in identification and qualification.



Potential
£25m
savings

28 LAs

Fraud Prevention Hub

- Tackling fraud across London equates to potential savings of £25m over 5 years.
- 28 local authorities have already signed up in principle to be part of the venture.

£1.5m
income

Improved
processes

Early Payment Programme

- £1.5m of income generation over 5 years at one LA. 2 new LAs commencing implementation soon.
- Process efficiencies improved.
- Building better relationships with supplier base, including local and micro suppliers.



6 processes
identified

Productivity
gains up x7

Robotic automation

- 6 processes identified for automation including Licensing, MERLINS, Homeless applications, iCount, Panels e.g. Children with Disabilities, Missing Children's reports.
- One LA has seen **productivity gains of 7 times** identified through robotic automation.

£725k
new
revenue

Crowd funding

- 28 successful crowd funded civic projects in London totalling £725k investment.





Section 2

Financial Statement

Financial statement and projections

The inherent risk of non-delivery of projected income as with any new venture has been recognised by each organisation and the Capital Ambition Board agreed to a 50:50 risk sharing agreement with EY to underpin the forecast income projections to support delivery towards a self sustaining model. The current risk sharing position is 42:58 (LC:EY) at Q1. Therefore, EY are taking a greater proportion of the risk share.

The below tables summarise the current financial position of the programme.

Financial statement for Q1

The following table summarises the Q1 position.

	FY14/15	FY15/16 Q1
Opening book	-£34,407	-£343,635
Net programme costs	-£309,228	£11,620
Closing book	-£343,635	-£332,015
Overdraft split:		
London Councils	-£140,000	-£140,000
EY	-£203,635	-£192,015

Financial projections - Q2

Expenditure into the programme will be funded through committed income across FY15/16. By September 2015 we will have the following committed income and expenditure:

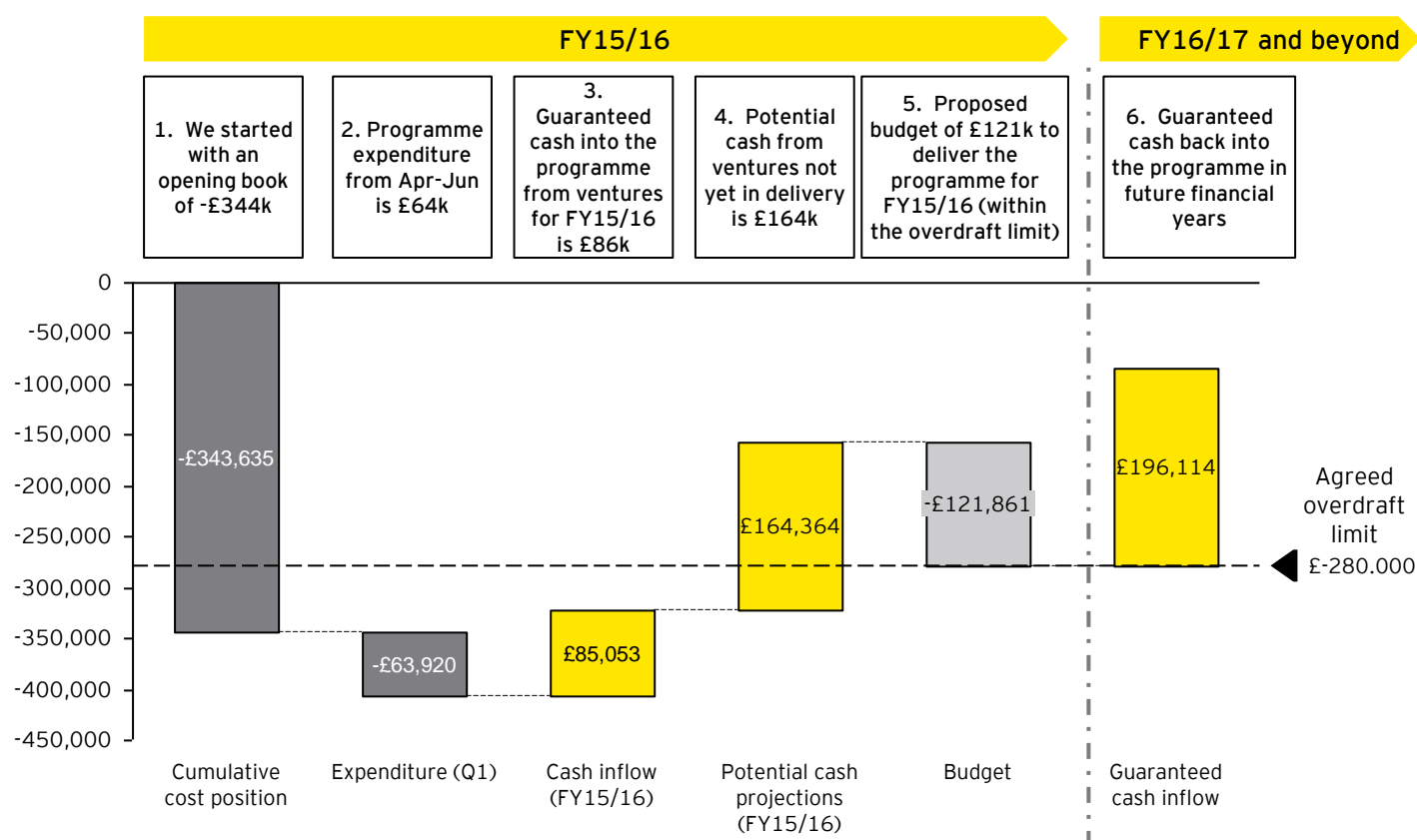
	Jul-15	Aug-15	Sep-15
Committed income	£0	£0	£1,060
Planned expenditure	£13,540	£13,540	£13,540
Total	-£13,540	-£13,540	-£12,480
Cumulative total	-£345,556	-£359,096	-£371,576
Overdraft split:			
London Councils	-£140,000	-£140,000	-£140,000
EY	-£205,556	-£219,096	-£231,576

Term	Definition
Committed income	Income into the programme contracted with ventures in delivery
Planned expenditure	Expenditure to deliver the programme
Cumulative total	Net income
Overdraft split	Agreed overdraft between EY and London Councils

Budget setting for FY15/16

Over the course of FY15/16 the programme expects to receive £85,053 of income, made up of ventures currently in delivery. Additional cash is expected to be delivered through these ventures in future financial years of £196,114. Potential cash projections for ventures approved but not yet in delivery for FY15/16 is £164,364. The opening book for the year was -£343,635 and expenditure for Q1 is -£63,920.

We are proposing to fund programme activity for Q2-4 of FY15/16 by working within the overdraft principle. Therefore, the budget to deliver the programme for the remainder of FY15/16 is £121,861 (£13,540 per month). This is based on the confidence that income projections will be realised.



At June 2015, we are proposing a budget of £121,861 (£13,540 per month) to deliver the programme to March 2016. As the programme moves toward self-sustainability, this budget is within the programme's overdraft facility of £280,000 and to move to a zero position in future financial years.

We recommend that the programme budget is reviewed at future Boards.



Section 3 Delivering the Current Portfolio- FY15/16

Delivering the current portfolio FY 15/16

At the May CAB, the board agreed to continue the current London Ventures programme.

The London Ventures programme has 15 ventures within its portfolio either approved for delivery or in delivery. From July onwards, the programme will be funded within the overdraft facility. This is in line with moving the programme to the original premise - to be self sustaining.

This section sets out the objectives, planned activities and team to deliver the programme for the remainder of the financial year (July 2015 - March 2016) within this resource envelope.

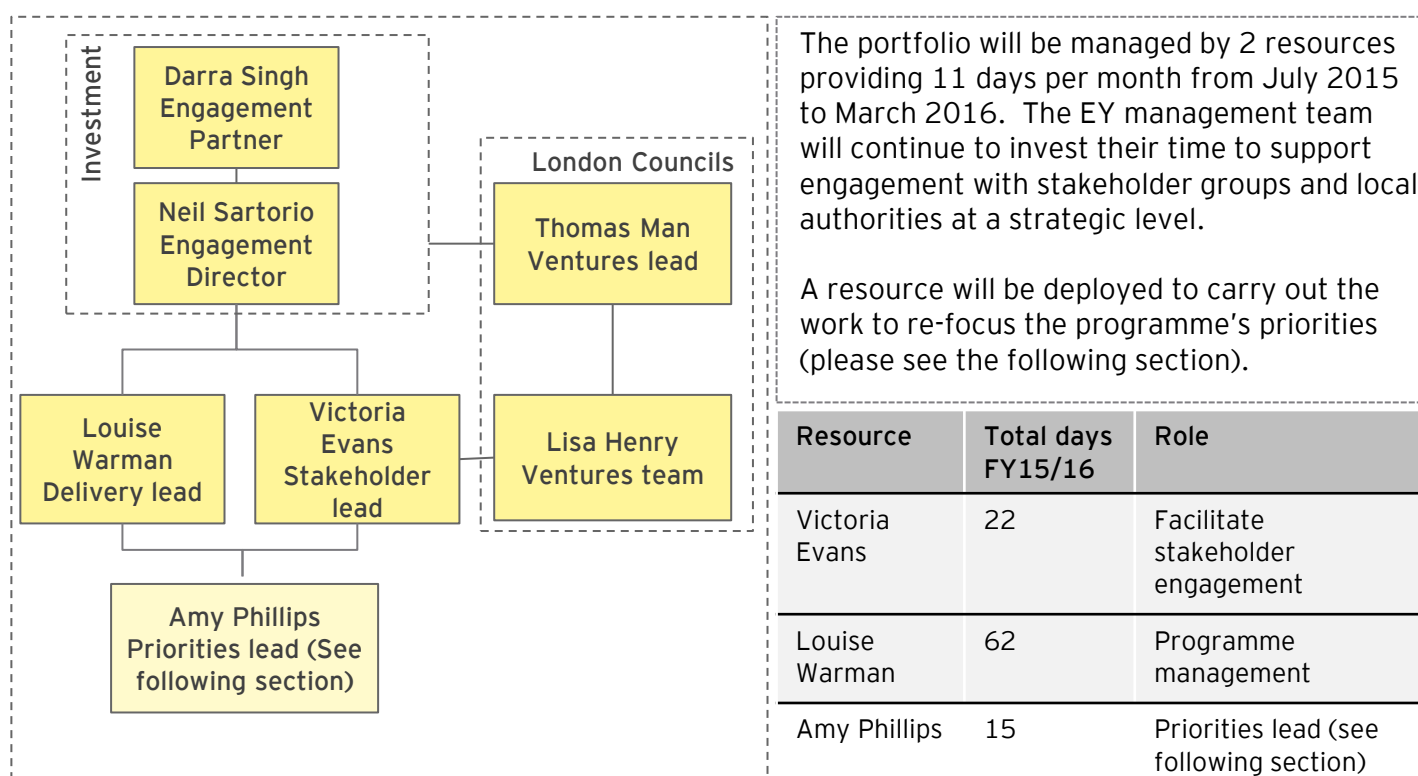
The objectives of programme are to:

- Focus on the existing self-sustaining portfolio of venture partners, promoted to London boroughs
- Deliver benefits for local authorities and meet the priorities of the programme
- Maintain the momentum of the current portfolio within the overdraft facility by ensuring that activity is targeted at the most strategically important issues

Key programme activities:

- Monitor the progress of the 15 ventures approved for delivery through monthly check-ins with venture partners and London Councils
- Facilitate engagement with local authorities and stakeholder groups
- Monitoring the overall programme, including finances and benefits
- Attend the Capital Ambition Board

The London Ventures delivery team



Delivering the current portfolio

Decisions for the Board:

We ask Board to acknowledge the programme's ambition to operate within the overdraft facility to move to a self sustainable model and to agree the focus of work for FY15/16:

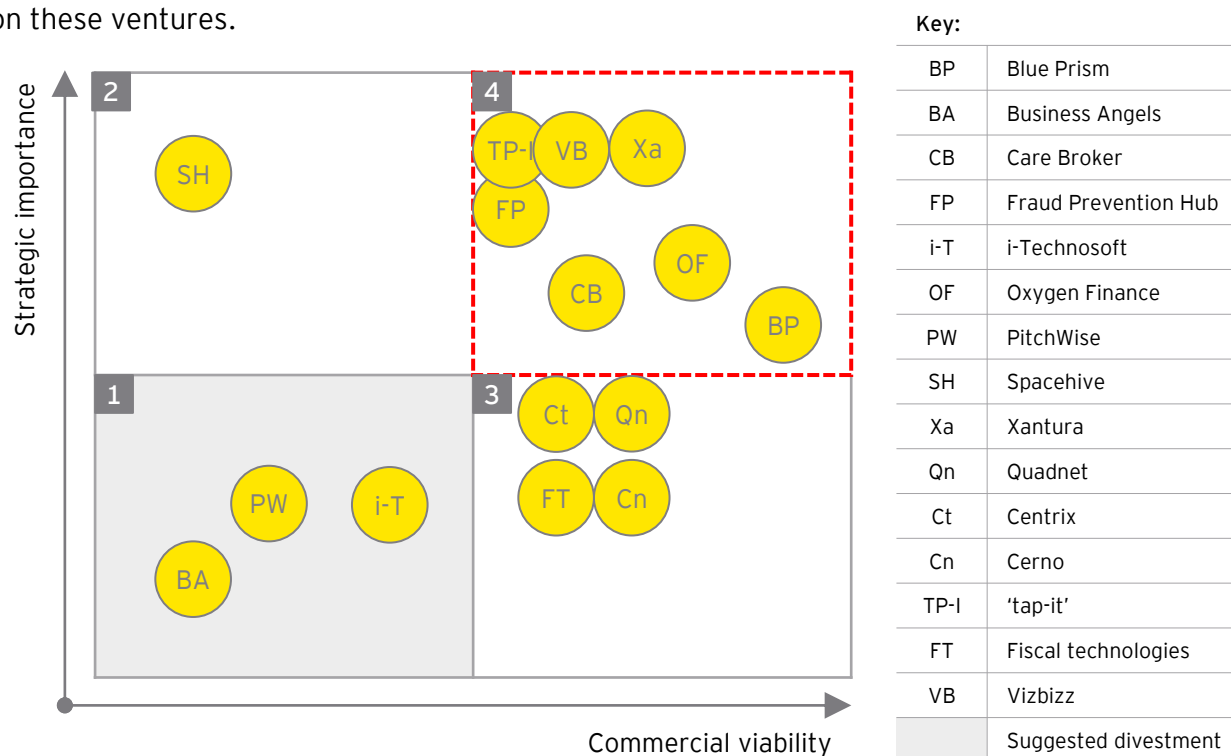
1. Activity will be focussed on monitoring the existing portfolio
2. Activity will only focus on those ventures which are either strategically or commercially important and therefore, we recommend that the board consider divesting in those ventures which are not aligned (See below)
3. Additional activity, such as a 4th generation of ventures, will be reviewed at later Boards and will be subject to any additional income delivered through the portfolio

Divesting in Ventures

For the programme to become financially sustainable we need to ensure that the commercial value in partners engaging with Capital Ambition and the opportunity to increase their footprint in the market, is reflected in negotiations.

Given the financial constraints to deliver the programme, it is recommended that the programme divest in ventures which have limited strategic or commercial impact.

It is proposed that the programme divests in Pitchwise, Business Angels and i-Technosoft. It is recommended that no investment, programme delivery or promotion activity is focussed on these ventures.



Criteria

Strategic Importance:

- Aligns to LA priorities
- Fits strategically with the priorities of Capital Ambition

Commercial Attractiveness:

- Generates a revenue return for the programme
- Offers a commercial advantage for LAs

A photograph of a modern pedestrian bridge with a curved metal railing and a tall chimney in the background. The bridge has a wide, flat deck made of metal grating. Several people are walking on the bridge, moving away from the camera. The sky is clear and blue with a few wispy clouds. The railing on the left side of the bridge is made of large, curved metal arches connected by cables. In the background, there is a tall, dark chimney and a building with a glass facade.

Section 4 Re-focusing priorities

Re-focussing priorities

In addition to agreeing to continue the current London Ventures portfolio, the CAB in May 2015 recognised that the programme should look to be more ambitious in addressing strategic challenges facing the sector. This resonates with feedback received from local authorities, particularly through CELC/SLT.

In acknowledgement of this, the programme team consulted with CELC/SLT on 5th June 2015 to obtain their views on defining the process for understanding these strategic challenges and understanding their perspective of what would be the successful outcome of this process.

Feedback from CELC/SLT:

Priorities and issues should be clarified better	Priorities and issues should be better clarified, particularly in the context of the changing role of local authorities and whether priorities are around building organisational resilience or delivering transformation programmes.
The right scale of projects	A future programme should focus on the right scale of projects, with a greater focus towards tackling some of the bigger issues.
Added benefit	The programme should be re-focused to reflect what the added benefit of London Ventures can bring to local authorities.
International and industry experience and expertise	London boroughs should learn from solutions being generated in the rest of the UK, as well as looking towards international and industry expertise.
Cross-borough collaboration	There should be further cross-borough collaboration on providing services, to ensure greater efficiency and more effective delivery.
Better connected decision makers	Decision makers within a council should be better connected, in order for the work on the London Ventures programme to be successfully implemented.
Open, facilitated discussion	There is a need for an open, facilitated discussion to understand the key priorities in more detail.

Proposed approach to re-focussing priorities

Proposal from CELC/SLT

CELC/SLT suggested over July-September to form a sub-group of CELC/SLT members to provide strategic direction.

The successful outcome of this engagement would be:

1. For the London Ventures programme to develop up to 6 propositions which include:
 - An approach to meeting priorities
 - Timescales and pace
 - Financial benefits to local authorities
 - Tangible, worked examples and lessons learnt from elsewhere
2. For these propositions to be reported back to CELC/SLT and CAB

Our proposed approach

Based on both the feedback from CELC/SLT and the programme finances available through the London Ventures programme, we propose:

1. To facilitate 3 working sessions:
 1. Define priorities
 2. Review case studies and examples
 3. Develop a specification to move forward
2. For CELC/SLT to report back the outputs of this process to October CAB

London Councils, through the programme, will lead the engagement with the CELC sub-group. EY can provide 15 resource days to facilitate this process with London Councils through the overdraft facility. Three EY Subject Matter Resource days will be invested. Activities will include:

- Facilitating the sessions
- Providing case studies and examples for review
- Draft outputs for presentation by CELC/SLT

Decisions for the board

Decisions for the Board:

We ask Board to:

- Acknowledge the feedback and outcomes from CELC/SLT
- Provide the remit to work with CELC/SLT as set out in our proposal

A nighttime photograph of a modern building with a glass facade. The building's interior lights are on, and the glass reflects the surrounding environment. A large, bare tree stands in the foreground, its branches silhouetted against the building. The text "Appendix 1" and "Venture Overview" is overlaid on the image in a white, sans-serif font.

Appendix 1

Venture Overview

London Ventures portfolio

Introduction

There are currently fifteen ventures that have been presented and approved for delivery by the Capital Ambition Board. These fifteen ventures cover a diverse spectrum and range of services:

Venture	Partner	What is it?
Robotic Automation	Blue Prism	Innovative software which mirrors and then automates human behaviour on any computerised system.
Safeguarding Solutions	Xantura	Xantura are developing two safeguarding solutions; <ul style="list-style-type: none"> ► An analysis platform to support the evolving requirements of the Troubled Families programme (data asset delivered supports the risk model solution) ► An 'early years' predictive risk model for preventing children from going into care, which will be used to predict the likelihood of neglect and abuse by the age of 5 (and would be applied to children less than two years old)
Care Broker	EY	Care Brokerage Service support planning, RAS re-design and support planning model re-design to promote service user outcomes and address budgetary pressures.
Fraud Prevention Hub	Ealing Council	The long term vision of this venture is based on the development of a data analytics project (the London Fraud Hub), which will tackle fraud against local authorities organised around the three themes of, "Acknowledge, Prevent and Pursue". The first focus is on reducing business rates and council tax.
Crowd Funding	Spacehive	Spacehive is a crowd funding platform for civic projects (e.g. new park or playground). It aims to unlock new sources of investment and creativity for regeneration projects, transforming the public realm and empowering communities. It allows anyone with inspiring project ideas to pitch for support and funding from their community.
Early Payment Programme	Oxygen Finance	A cost neutral early payment programme whereby standard 30 day payment terms are replaced with an accelerated, incentivised programme.
Business Angels Co-Fund	EY	Creation of a London Ventures Business Angel Co-Fund targeting early stage and emerging local London businesses seeking to access between £200k and £2m of equity finance. The initial phase involves due diligence.
Online football pitch booking system	PitchWise	A centralised, one-stop website giving customers the ability to search and book a suitable football pitch, optimising time and money.
Online child protection programme	i-Technosoft	This programme includes award winning parental control and social media protection tools that filter out harmful content on the internet, provided at a preferential rate.

London Ventures portfolio (continued)

Venture	Partner	What is it?
Usage Analytics	Centrix	This software analyses users' devices, applications and content, providing insights into unused and similar applications. These usage insights shape the way public sector organisations maintain, choose and deliver technologies to balance user and business needs.
Slow Application fix	Quadnet	This service enables customers' to resolve difficulties with slow-running applications by running a feasibility study, finding root causes and driving forward solutions.
Cutting Software Costs	Cerno	Cerno acts on behalf of local authorities as a technical and legal specialist to reduce the licence fees that external suppliers demand
Continuous Spend Protection	FISCAL Technologies	FISCAL Technologies' software solution protects against invoice fraud and payment errors.
Video Calling	Visbuzz	Visbuzz provides a simple, easy to use video calling system to the homes of those who are isolated and digitally excluded in order to reduce isolation.
'tap-it' safety app	Xantura	This venture will deploy a mobile phone application ('tap-it') focussed on improving safety for the general public and streamlining access to support services for people experiencing repeated abuse.



Appendix 2 Progress against KPIs

KPI progress

The following section reports progress against the key KPIs and scorecards agreed during contractual negotiations.

KPI 1		
Achieve financial sustainability for London Ventures		
Indicators	Evidence	RAG status
Test 1: Achieved minimum level of resources to sustain the programme next year	A decision is required on the future focus and resourcing for the programme. A baseline position has been put forward for sustaining the programme in a light-touch way going forward.	Amber
Test 2: Achieved additional resources to support the delivery of the organisation's objectives	A decision is required on the future focus and resourcing for the programme. A baseline position has been put forward for sustaining the programme in a light-touch way going forward.	Amber
Test 3: Achieved a robust pipeline of collaborative, cross-sector opportunities which are likely to provide additional cash/time/other resources	The venture portfolio contains 15 ventures approved for delivery. The core focus will remain on transitioning Board-approved ventures into implementation.	Green

KPI 2		
Deliver the current programme within the resources identified		
Indicators	Evidence	RAG status
Test 1: Use of resources for setting up the programme for the current year is within the specified limits	Deliverables have been established within existing resources and all deliverables were and are on track.	Green
Test 2: Use of resources for setting up the programme is planned and controlled and there is adequate resource available to deliver the plan	A decision is required on the future focus and resourcing for the programme. A baseline position has been put forward for sustaining the programme in a light-touch way going forward.	Amber
Test 3: There is visibility of project delivery resources and no material/major areas of concern	There are no areas of concern.	Green

Key:	Green	Fully met
	Amber	Partially met
	Red	Not met

KPI progress (continued)

KPI 3		
Create a defined programme of work over the medium term		
Indicators	Evidence	RAG status
Test 1: There is a programme of work aligned to the Capital Ambition priorities	15 ventures are currently within the London Ventures portfolio.	Green
Test 2: There is a collaborative programme of work which includes public, private and voluntary sector organisations	The programme of work includes joint ventures being launched with public, private and third sector organisations.	Green
Test 3: Individual projects are providing progress updates to the Capital Ambition board and there is an assessment of projected cash/ resources generated over time	Weekly progress reports are provided to the London Councils programme lead. Established governance with London Councils for management of programme financials and resource.	Green
KPI 4		
Build London Ventures profile, brand and reputation		
Indicators	Evidence	RAG status
Test 1: The London Ventures programme has involved engagement with a wider group of stakeholders including cross sector organisations	Engagement has taken place with a considerable number of organisations in developing concepts. Further conversations have been held with organisations advocating the programme and the ventures in delivery e.g. Nesta, Public Services Transformation Network, Future Cities Catapult etc. Wide ranging coverage across industry, national and international media.	Amber
Test 2: Feedback has confirmed a positive experience of London Ventures by stakeholders involved with the programme	Positive statements have been received from both the London Ventures programme team, Capital Ambition Board members, Local Authorities, and Partners.	Amber

Key:	Green	Fully met
	Amber	Partially met
	Red	Not met





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