

# Capital Ambition Board

13 December 2017 11:00 – 13:00

**Location:** Conference Suite  
London Councils, 59 ½ Southwark Street, London, SE1 0AY

**Contact Officer:** Derek Gadd

**Telephone:** 0207 934 9505      **Email:** [derek.gadd@londoncouncils.gov.uk](mailto:derek.gadd@londoncouncils.gov.uk)

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## Agenda item

- 1 **Declarations of interest\***
  - 2 **Apologies for absence**
  - 3 **Minutes of the meeting held on 18 October 2017** 1-4
- 
- 4 **Capital Ambition – Director’s Report** 5-14

The report provides an update on the following:

    - Financial position
    - Work programme

**Recommendations**

It is recommended that Board members:

    - a) Note the financial summary.
    - b) Note the progress on grant funded projects.
- 
- 5 **London Ventures Progress Report** 15-20

This report provides a summary to members of the following London Ventures related issues:

    - Overview of London Ventures activity since October 2017
    - Review of the homelessness, temporary accommodation and housing targeted venture process and value generated
    - Outline of theme of second cycle of targeted ventures
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## **Recommendations**

It is recommended that Board members:

- a) Note the overview of London Ventures activity since October 2017.
- b) Note the review of the homelessness, temporary accommodation and housing targeted venture process and value generated.
- c) Approve the overall theme and approach for the second cycle of targeted ventures.
- d) Approve the appointment of a CAB member and adviser sponsor for the second cycle of targeted ventures.

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## **6 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

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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	
E1 Minutes of Exempt Capital Ambition Board meeting 18 October 2017	1-4
E2 New general ventures	5-8
E3 18 month review process	9-12

Close approx. 12:30

# Meeting of the Capital Ambition Board

**Wednesday 18 October 2017, 10.30am**

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

## **Members**

Edward Lord OBE JP  
Cllr Stephen Alambritis  
Cllr Fiona Colley  
Cllr Kevin Davis

## **Local Authority**

City of London (Chair)  
LB Merton  
LB Southwark  
RB Kingston upon Thames

## **London Councils**

Frank Smith  
Guy Ware  
Thomas Man  
Lisa Henry

## **Role**

Director of Corporate Resources  
Director, Finance, Performance and Procurement  
Head of Capital Ambition  
Capital Ambition Programme Manager

## **Advisers**

James Rolfe

Executive Director of Finance, Resources and  
Customer Services, LB Enfield

## **Board Secretariat**

David Dent

Principal Corporate Governance Officer

## **EY**

Neil Sartorio  
Shu Fei Wong

Partner, Local Public Services  
Manager, Local Public Services

## **Behavioural Insights Team – for item 5**

Tim Pearse

Head of Local Government, BIT

## **Targeted Ventures**

Mark Baigent

Divisional Director Housing and Regeneration, LB  
Tower Hamlets

### **1. Declarations of Interest**

1.2 There were no declarations of interest.

### **2. Apologies for absence**

2.1 Apologies were received from Cllr David Simmonds (LB Hillingdon), Cllr Nicholas Paget-Brown (RB Kensington & Chelsea) and Paul Najsarek (LB Ealing).

2.2 It was also noted that John Hooton from LB Barnet would be joining CAB as a Chief Executive Adviser for future meetings but was unable to make this meeting.

### **3. Minutes of the meeting held on 11 July 2017**

3.1 The minutes of the non-exempt part of the meeting held on 11 July 2017 were agreed as an accurate record.

3.2 CAB noted that Cllr Davis's apologies had been recorded for the meeting although he is a Conservative group substitute member for CAB and hadn't expected to attend on 11 July.

#### **4. Capital Ambition - Director's Report**

- 4.1 The report was noted by CAB. The Chair noted within the report that the majority of the original Capital Ambition fund has been allocated and spent.

#### **5. Behavioural Insights Report on Trials**

- 5.1 The Chair welcomed Tim Pearse from the Behavioural Insights team to report back on the results of the recent BI trials.
- 5.2 Mr Pearse confirmed that two pilots had been undertaken in the borough of Croydon relating to improving recycling rates and recovery of Housing Benefit overpayments.
- 5.3 In terms of the recycling pilot, the driver for this was that household recycling rates were below the national target, with rates in London typically lower. The pilot was challenging because they were trying to create changes in household behaviours, the motivation for which is not always clear, or easy to shift and sustain. An additional challenge was in measuring the full impact as individual bins are not weighed, so only aggregate changes in recycling versus landfill could be measured. However the letters sent to households who didn't regularly recycle had a marginal impact, with those households 6% less likely to miss a recycling round in subsequent weeks as a result of the communication.
- 5.4 Mr Pearse informed CAB that the recovery of Housing Benefit overpayment pilot was relevant because of the £2 billion outstanding HB debt nationally. The pilot addressed the issue in Croydon by altering the wording in the letters sent to those who had received overpayments, and providing options for repayment depending upon the level of overpayment. The pilot had achieved success by increasing repayment of debt within 45 days by 14%, with the total amount repaid increased by 42%. If this were rolled out it was estimated that £212,000 could be brought forward per year.
- 5.5 Cllr Alambritis questioned the low level of the 6% figure for increased recycling. Mr Pearse commented that the way to improve recycling rates was to address issues of habits and behaviours which were long term activities, but felt that in this trial there was a small improvement.
- 5.6 In response to a question from Cllr Colley as to whether the successes of the HB pilot could be applied to other forms of debt, Mr Pearse agreed. Guy Ware, Director, Finance, Performance and Procurement mentioned a similar scheme run at the London Borough of Lambeth in relation to Council Tax which had been similarly effective. James Rolfe also commented that Enfield had run similar initiatives related to Council Tax debt, which also had the broader benefit of reducing demand on their Customer Services team.
- 5.7 Cllr Davis felt that the improvements in the recycling pilot might be short term, and that to establish effectiveness a repetition of the exercise would be necessary. Mr Pearse again felt that recycling was a behavioural issue. Cllr Davis also raised the issue as to whether there were cultural factors around recycling, and Mr Pearse agreed, and also stated that much of the success of recycling could also be linked to social norms within areas of boroughs i.e. whether or not other households on the same street recycled.
- 5.8 The Chair thanked Mr Pearse for his presentation, and now felt it important to communicate the results. Lisa Henry, Capital Ambition Programme Manager, informed CAB that there were plans to utilise the existing professional networks for this, and also to link up with the work recently carried out by Lambeth and the LGA.
- 5.9 On this basis CAB noted the presentation and the results of the trials, and agreed to the dissemination of the results through the professional networks.

## **6. London Ventures Progress Report**

- 6.1. Thomas Man, Head of Capital Ambition, introduced the report, informing CAB that since the July Board meeting the team had been very active in promoting the programme to networks, boroughs, national conferences with high levels of interest and engagement across all stakeholders. Reflecting on the targeted ventures process and development the Head of Capital Ambition reflected on the fact that one of key new elements of the London Ventures programme had now created feasible innovative concepts and the entire process had been predicated on the engagement and involvement of boroughs, central Government agencies and charities. The targeted ventures process had been tested against one of the biggest challenges facing London and had proven to be very challenging, but also a successful way to channel stakeholders into creating new ideas and opportunities.
- 6.2. In terms of the London Ventures programme, CAB were informed that the position was healthy in that London boroughs were actively approaching the London Ventures team to get involved, and understand more about the opportunities, products and services offered through the programme. Given the nature of the programme and its offer it was noted that boroughs had different levels and types of engagement with the programme.
- 6.3. With the award of the new London Ventures contract last year, Neil Sartorio from EY reminded CAB that the London Ventures programme had been 'reset' 12 months previously to seek wider engagement and establish a broader network. There had also been some initial engagement with venture capitalists and social investors, although this was at an early stage. EY were aware of the financial objectives and were aiming to achieve a financially stable programme position.
- 6.4. In response to a question from Cllr Alambritis regarding potential venture capitalist involvement, Mr Sartorio commented that there was interest around some of the venture partner projects where there was capacity for greater involvement. However these discussions had not been progressed pending a steer from CAB, and also taking into account the governance implications.
- 6.5. Cllr Colley asked about the level of member awareness, particularly around Leaders and lead Members, as she felt that understanding and awareness of the programme was still inconsistent across local government. Mr Sartorio responded that awareness could vary from borough to borough as well as within the authority itself. Cllr Coley wondered whether the London Councils summit might be a good opportunity for engagement, as well as London Councils briefings. The Head of Capital Ambition informed CAB that the London Ventures team would have a stand at the event. He also mentioned that he was soon to carry out a stakeholder survey, including Cabinet Members, which would inform future communications activities, but that a lot of work had been done at officer level on this issue. The Director, Finance, Performance and Procurement pointed out that it was sometimes difficult to identify programme successes directly as capturing the benefits and savings achieved within boroughs as a result of London Ventures could be difficult. The London Ventures team had created social media packs for members to use through their own existing social media channels. Officers were advised to provide appropriate content as and when necessary for members to utilise.
- 6.6. In response to a question from the Director of Corporate Services, Mr Sartorio explained to CAB that although there was likely to be little immediate return on investment, venture capitalists were interested in seed funding low cost ideas because the initial risk was low, and there was the future potential to capitalise and invest which made it an attractive longer term opportunity. Also, some companies' involvement was in line with their own social impact aims, and there was the added attraction of being able to work through London Councils rather than making approaches to each individual London Borough.

6.7. CAB noted the London Ventures progress report.

**7. 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 11.40

# Capital Ambition Board

## Capital Ambition Director's Report

Item no: 4

**Report by:** Guy Ware      **Job title:** Director Finance, Performance and Procurement

**Date:** 13 December 2017

**Contact Officer:** Lisa Henry

**Telephone:** 0207 934 9547      **Email:** [lisa.henry@londoncouncils.gov.uk](mailto:lisa.henry@londoncouncils.gov.uk)

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**Summary**      This report provides an update on the following:

- Financial position
- Work programme

**Recommendations**      It is recommended that Board members:

- a) Note the financial summary.
  - b) Note the progress on grant funded projects.
  - c) Note the progress on actions from the October CAB meeting.
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**Appendices:**

A: Current Financial Statement  
B: Project Status



## **DIRECTOR'S REPORT**

### **Financial Position**

1. The current financial position is set out in **Appendix A**. The uncommitted balance to 31 March 2020 is £90k at 30 November 2017.
2. This balance takes into account forecast programme office costs; project commitments; and £35k of London Ventures income, an increase of £10k since the October report.
3. The London Ventures programme is designed to derive income, to be reinvested in innovation. No income projections are included in the calculations provided, although the pipeline of implementation is covered in more detail under agenda item 5.
4. All London Ventures income will be used to support the continuation of the London Ventures programme beyond the funded period, from 23 August 2016 to 22 August 2019.

### **Work Programme**

5. In addition to the London Ventures programme, the Capital Ambition work programme covers two other key areas of work as shown in Appendix B, and described below.
6. The London Ventures work programme is agreed by the operational team at biannual intervals, the current statement of work covers the period from end of October 2017 – end February 2018.
7. Progress on the London Ventures programme is covered under agenda items 5 and the exempt items.

### **Health and social care**

8. At the July Board meeting the decision was made to grant fund phase two work on health and social care. This will be used to continue the important work, overseen by the London Health Board, to advance the health and social care integration agenda.
9. Since the last CAB meeting in October a health and social care devolution memorandum of understanding has been signed by all parties – aiming to accelerate this area of work. CAB's contribution to this important milestone was recorded with thanks in the summary report.

### **Behavioural Insights**

10. Dissemination of the results of the two completed trials is underway using established professional networks, as agreed by CAB in October. The Behavioural Insights Team

will be presenting the results of the recycling trial to the London Environment Directors Network in the New Year, and are seeking to coordinate further outreach with DEFRA. BIT will also be speaking presenting to the Revenues and Benefits network and the Deputy Treasurers Group in early 2018.

11. The three new projects that CAB approved at its July Board are progressing. They were designed to test the application of behavioural science in the following areas:
  - a. Improving decision making in children's social care;
  - b. Improving communications around prevention and early help, including messaging around foster care recruitment; and
  - c. Improving immunisation rates of MMR.
12. Regular progress updates will be included for the Board, and a presentation of results organised for late in 2018.

### **London Ventures – seed funded projects – actions from October 2017 Board meeting**

13. In accordance with decisions made by the Board in October 2017 the team has issued two grant awards, one to London Borough of Southwark to support the development of a predictive analytics module for the early identification of those persons most at risk of becoming homeless; and the second to London Borough of Tower Hamlets to assist the preliminary work required to release the GLA innovation funding for the modular housing project.
14. In addition to the grant awards the team have issued two invitations to tender for the transition insurance, and property listing platform concepts to work these up into solutions. We anticipate letting these contracts in time for work to begin in the first week of January 2018.

### **Financial implications for London Councils**

15. The Director of Corporate Resources reports that Appendix A summarises the projected Capital Ambition fund balance at the end of the 2019/20 financial year. Taking the forecast costs of £1.898 million over the next two financial years (2018/19 and 2019/20) into account, this reduces the Capital Ambition fund to a closing uncommitted balance of £91,337 at 31 March 2020, which includes £35,719 for the London Ventures Sustainability Fund which will need to increase significantly to support the continuation of the programme beyond the contract funded period – which ends on 22 August 2019. However this is all subject to the outcome of the 18 month review detailed in item E3 elsewhere on this agenda.

## **Legal implications for London Councils**

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

## **Equalities implications for London Councils**

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

## **Recommendations**

18. It is recommended that Board members:
  - a) Note the financial summary.
  - b) Note the progress on grant funded projects.
  - c) Note the progress on actions from the October CAB meeting.

**Capital Ambition - Funding Position as at 30 November 2017**

	Programme Office	LV Phase 2 Contract	LV Seed Fund	LV Sustainability Fund	Total
			See note 1	See note 2	
<b>Opening Balance 31 March 2017</b>	<b>-1,207,863</b>	<b>-641,282</b>	<b>-93,850</b>	<b>-10,044</b>	<b>-1,953,039</b>
Indicative Staff costs and operational budget 2017/18	233,322				233,322
Project Spend	20,000	226,674			246,674
Project Commitments	409,973	89,680			499,653
Seed Fund - allocations agreed CAB October 2017			93,000		93,000
<b>Subtotal spend and commitments 2017/18</b>	<b>663,295</b>	<b>316,354</b>	<b>93,000</b>	<b>0</b>	<b>1,072,649</b>
London Ventures Sustainability Fund in year income 2017/18				-25,675	-25,675
<b>Subtotal London Ventures Sustainability Fund</b>				<b>-35,719</b>	<b>-35,719</b>
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
<b>Subtotal spend and commitments 2018/19 and 2019/20</b>	<b>489,800</b>	<b>324,928</b>		<b>0</b>	<b>814,728</b>
<b>Uncommitted/ unallocated Balance</b>	<b>-54,768</b>	<b>0</b>	<b>-850</b>	<b>-35,719</b>	<b>-91,337</b>

**Notes**

1. London Ventures Seed Fund - CAB made an allocation decision at the October 2017 meeting
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.

Capital Ambition - Project status

Item 4 - Appendix B

Project Name	Lead Organisation	Status	Total Approvals	Total Claimed to Date	Balance to Claim Current	Project End Date Only
London Ventures - Phase 2*	EY	ACTIVE	£906,150	£491,542	£414,608	22 August 2019
Behavioural Insights Work - Phase 1	LB Croydon	ACTIVE	£120,000	£67,737	£52,263	31 October 2017
Behavioural Insights - Phase 2: Immunisations	LB Croydon	ACTIVE	£59,242	£0	£59,242	31 December 2018
Behavioural Insights - Phase 2: Children's social care	RB Kensington and Chelsea	ACTIVE	£140,199	£0	£140,199	31 December 2018
Health and Social Care - Phase 2	London Councils	Initiating	£150,000	£0	£150,000	TBC
Targeted Ventures - Modular Housing**	London Borough of Tower Hamlets	Initiating	£20,000	£0	£20,000	31 July 2018
Targeted Ventures - Predictive Analytics**	London Borough of Southwark	Initiating	£8,000	£0	£8,000	31 July 2018
Targeted Ventures - Property Listing Platform**	London Councils	Initiating	£35,000	£0	£35,000	31 July 2018
Targeted Ventures - Transition Insurance**	London Councils	Initiating	£30,000	£0	£30,000	31 July 2018

\* Total approval was originally £1,000,000 - as EY allocated £93,850 from the contract maximum to seed funding possible pilot projects - the total reflects this - such that the maximum value EY can claim is £906,150

\*\* Targeted Ventures funding approvals are from within the seed funding allocation of £93,850

# Capital Ambition Board

## London Ventures Progress Report

Item no: 5

**Report by:** Thomas Man      **Job title:** Head of Capital Ambition

**Date:** 13 December 2017

**Contact Officer:** Thomas Man

**Telephone:** 0207 934 9551      **Email:** [thomas.man@londoncouncils.gov.uk](mailto:thomas.man@londoncouncils.gov.uk)

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### Summary

This report provides an update on the key activities and progress in the London Ventures programme since October 2017. This report highlights activities that have taken place to support both the general and targeted ventures programme particularly in relation to advocating the programme to local authorities and other key promotional activities.

### Recommendation

Board members are recommended to:

- i. Note the overview of London Ventures activity since October 2017.
- ii. Note the review of the homelessness, temporary accommodation and housing targeted venture process and value generated.
- iii. Approve the overall theme and approach for the second cycle of targeted ventures.
- iv. Approve the appointment of a CAB member and adviser sponsor for the second cycle of targeted ventures.



## **LONDON VENTURES PROGRESS UPDATE**

### **Background**

1. Since the October 2017 Capital Ambition Board meeting, the team has continued to promote and advocate the London Ventures programme. There has been significant progress and engagement with boroughs as well as other stakeholders.
2. This report provides an overview of the activities of the following activities that have taken place and specifically in relation to the following :
  - General progress update
  - Review of the first cycle of targeted ventures and the value generated
  - A forward look to the second cycle of targeted ventures
3. New general ventures proposals and an outline of the 18 month review process are presented as part of the exempt agenda.

### **Overview of London Ventures activity since October 2017**

4. Since the last CAB meeting a range activities have taken place to promote and advocate the general ventures portfolio as well as developing the targeted ventures programme. The developments are presented below split between general and targeted ventures workstreams:
5. General ventures
  - A half day ventures partner presentation day was held at London Borough of Redbridge, where three venture partners presented their offer to the Place Directorate senior management team. Further follow up discussions are being organised with Redbridge.
  - Three venture partners attended a West London Alliance senior manager's event to demonstrate their technology offer.
  - Two half day workshops were hosted by London Borough of Hackney to promote the Xantura EHPS product.
  - Spacehive host an event at the RSA to promote the benefits of crowdfunding.
6. Targeted ventures
  - The project management roles for the property listing platform and transition insurance have both been advertised through contracts finder.
  - The modular housing concept continues to progress with the commissioning of legal advice and further engagement with the GLA. The predictive analytics concept has garnered further interest from other London boroughs.

## **Review of the homelessness, temporary accommodation and housing targeted venture process and value generated**

7. Appendix A contains a more detailed report setting out the overview of targeted ventures, the process review and the value generated by the programme.
8. The lessons learnt from the first cycle of targeted ventures highlighted the following aspects that will be continued through the next iteration of the process:
  - Creating momentum through engagement of stakeholders.
  - Articulating progress using various communications methods
  - Identifying and developing a broad range of solutions and ideas
  - Working with the relevant groups and networks to generate support and test ideas
9. There were also aspects of the process that were highlighted as needing further consideration and focus in the second iteration of the targeted ventures cycle:
  - Creating a consistent grouping of experts to critique and disrupt thinking through a challenge panel
  - Ensure CAB members and advisers are engaged in a more consistent manner, and having a nominated CAB member and adviser sponsor.
  - Introducing an initial assessment/filtering process to assess ideas and solutions through a “crocodile’s den” which would be composed of challenge panel members and CAB sponsors.
  - Identifying a subject matter expert sponsor for the targeted venture cycle.
10. The London Ventures team have also conducted analysis on the benefits, support and credibility of the targeted ventures process. Some of the key highlights include:
  - London local authorities committing resources and funding in excess of £200,000 of match funding to support the development of the four targeted concepts
  - Bringing in external resources to support the development of London Ventures concepts, specifically the GLA innovation fund to support the modular project.
  - Delivering six major events and engaging over 200 experts

## **Second cycle of targeted ventures**

11. As part of the ongoing delivery of the programme, the London Ventures team have been developing the theme for the second iteration of the targeted ventures process.

12. A series of interviews and discussions were held with CAB members and advisors, London Councils policy leads and a London Borough to test whether the broad area of **children and families** for the second iteration of targeted ventures would be appropriate. The second stage of the process will be a honing down of the subject area in order to identify a discrete focal point to work upon. In summary the respondents all agreed that there was significant merit in considering children and families as the focus and also provided some potential areas of specific focus.

These included:

- Partnership working between LAs and police services
- Unaccompanied asylum seekers
- Placements
- Looked after children
- SEN transport

13. The process and high level timeline for targeted ventures cycle two are presented in appendix A.

### **Programme level expenditure and income**

14. In summary, in relation to EY's programme costs London Councils has been invoiced for £491,452 to the end of October 2017 from the total of £906,150 to support the delivery of London Ventures. This amount does not include London Councils' time and resource.

15. The income target for the first year of current commercial deals is £113,000. London Councils has invoiced for £35,719 as at 30 October 2017. 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**

16. The Director of Corporate Resources reports that the invoiced contract sum of £491,452 relates to the 14 months to 30 October 2017. This represents 54% of the total contract sum of £906,150. The £93,850 for seed funding was allocated by CAB in their October 2017 meeting.

17. Since the last report to CAB in October 2017 there has been an increase in the invoiced income for the programme. This now totals £35,719 of which £10,344 has been invoiced since the last CAB meeting. While this progress is positive, it remains slow and there is still a significant gap between the current position and moving towards a self-financing position.

18. The contract review is due to be carried out at the 18 month stage in February 2018 and is presented in the exempt agenda

### **Legal Implications for London Councils**

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

### **Equalities implications for London Councils**

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

### **Recommendations**

21. Board members are recommended to:

- i. Note the overview of London Ventures activity since October 2017.
- ii. Note the review of the homelessness, temporary accommodation and housing targeted venture process and value generated.
- iii. Approve the overall theme and approach for the second cycle of targeted ventures.
- iv. Approve the appointment of a CAB member and adviser sponsor for the second cycle of targeted ventures.



**LONDON  
VENTURES**

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*innovation through collaboration*

# Targeted Ventures Evaluation & Forward Look

13 December 2017

# Introduction and Update

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## Introduction

Since October 2016, we have been focussing our efforts on tackling the pan-London strategic challenge of temporary accommodation, housing and homelessness. The London Ventures programme has engaged widely with public, private, and third sector organisations. We have worked to build a recognised hub for innovative thinking, creating a brand and identifying four transformative concepts to address this challenge. We are now taking four of these concepts forward to turn them into reality.

In parallel, we want to build on the success of our targeted ventures by using the London Ventures brand, approach and ethos to continue tackling the big issues for London local authorities. We are therefore conducting initial engagement and mobilisation for our second targeted ventures cycle due to launch in April 2018.

## Progress to date

We are working closely with local authorities, businesses, developers and investors to develop and launch the four solutions to our first targeted ventures cycle. These are:

- early identification of those at risk of homelessness;
- modular temporary accommodation on non-permanent sites;
- 'transition insurance' to reduce the upfront costs of living in the private rented sector;
- a London-wide accommodation platform.

We have also carried out an evaluation of the first targeted ventures cycle in order to inform our approach to the second targeted ventures cycle.

The London Ventures team have been testing our suggested strategic challenge for the second targeted ventures cycle: children and families. To date, we have spoken with a range of stakeholders, including CAB members and advisors, DCS representatives, the charity Barnardo's, and the policy lead at London Councils. Our focus over January and February is to continue with our initial engagement and to start to mobilise and build momentum around our priority area through more focused engagement with sector leaders and the relevant pan-London professional network.

### The purpose of this document is to:

- **Provide an overview of the first targeted ventures cycle and our approach for the second targeted ventures cycle**
- **Seek CAB approval on the chosen strategic challenge and approach for our second targeted ventures cycle**
- **Seek CAB approval to appoint a CAB member and advisor sponsor to support the second targeted ventures cycle**



# Cycle One: Progress Update

We have been on the following journey to enable us to identify our four innovative solutions to our first strategic challenge of temporary accommodation, housing and homelessness:



Since October, we have been developing our four solutions with a range of key stakeholders.

Solution	Key stakeholders	Next steps	Timeline
 <p><b>Early identification of those at risk of homelessness</b> Uses predictive analytics to identify households most at risk of entering homelessness. Enables councils to target earlier intervention and prevention.</p>		<p>Start development of the homelessness module with Southwark and xantura</p>	<p>*subject to change Model built by summer 2018 and implemented by winter 2018*</p>
 <p><b>Modular temporary accommodation on non-permanent sites</b> Local authority owned modular units to be procured on a pan-London basis for use as affordable temporary accommodation. Units can be placed on non-permanent sites and re-located as necessary.</p>		<p>Identify and appoint suitable resource to drive SPV set-up and deliver the solution</p>	<p>Special purpose vehicle live in summer 2018 and a 200 home pilot to begin in early 2019*</p>
 <p><b>'Transition insurance' to reduce the upfront costs of living in the private rented sector</b> An insurance product that provides an alternative option to a lump sum cash deposit. Enables individuals to remain in the private rented sector and reduces the likelihood of entering homelessness.</p>		<p>Hold the first Working Group and develop the product specification</p>	<p>Call to market prospectus issued in summer 2018 *</p>
 <p><b>London-wide accommodation platform</b> Pan-London platform for local authority use listing all properties available for temporary accommodation. Increases visibility of options available and enables placements to be made faster.</p>		<p>Develop detailed specification through engagement with London local authorities</p>	<p>Platform live in early 2019*</p>



# Cycle One: Value Generated

Our four innovative solutions have gained support from an array of organisations across the public, private, and third sectors, which will help drive their successful development and implementation.



Our four solutions are receiving **£93,000** in investment from the **Capital Ambition Board**



This is being matched by over **£200,000** in funding from **London local authorities**



And is leveraging **over £11 million** in funding from other sources, including the **Greater London Authority**

Over the past year, we have:



Arranged **six major events** on homelessness, including our hackathon event, which was attended by over 50 individuals



Engaged **over 200 experts** in the field



Secured **buy-in and support** from a number of London Boroughs, the GLA, private businesses and charities in developing our 4 solutions

Our four solutions are attracting additional funding and driving improvements for local services:



**Early identification of those at risk of homelessness**  
Identified **savings of c.30% of officer time** to identify and process individuals and families



**Modular temporary accommodation on non-permanent sites**  
Helped secure **£11-55m** of GLA funding



**'Transition insurance' to reduce the upfront costs of living in the private rented sector**  
Identified the opportunity to help London boroughs to **save c.£22m** on private rented sector deposits



**London-wide accommodation platform**  
Supporting Housing Directors to **access £25m** DCLG funding



# Cycle One: Lessons Learnt

The London Ventures programme delivery team have carried out an evaluation of our first targeted ventures cycle in order to inform our approach to the second cycle. We identified a number of aspects that we will look to replicate going forward, as well as agreeing some ideas that we can build into our approach to improve the delivery of our next targeted ventures cycle. Some examples of our key learnings are detailed below.



**CAB Member and Advisor Sponsor:** As a new role for our second targeted ventures cycle, the CAB Member and Advisor sponsor will act as champions of the cycle. The role will include promoting our approach and events among your network; brokering introductions to relevant contacts; and acting as sounding board and critical friend to challenge thinking and refine the scope of the solutions as we move through the second cycle.



# Cycle Two: Strategic Challenge

The suggested focus for our **second targeted ventures cycle** is on **children and families**, which has been born out of discussions and engagement with senior stakeholders as well as our ongoing conversations with boroughs as part of the London Ventures programme.



**“It’s demand on children’s social care that is now keeping them [senior councillors] awake at night and not adults”**  
**Richard Watts, Chair of the LGA’s Children and Young People Board**

## National Picture

English councils spent **£11bn** on Children’s Services in 2016-17, comprising **£8bn** on Children’s Social Care

In 2015/16, **three quarters** of English councils surpassed their Children’s Social Care budgets by a combined **£605m** – over a **7% overspend**

**Spending** by English councils on Children’s Services has **dropped by at least 9%** since 2010 whilst the number of **children in need rose by 5%**

A **£2 billion** funding gap in Children’s Services is projected by 2020

As of 31 March 2017, **389,430 children are in need** and **90 children** are coming into care **every day**

## London Challenge

In 2014-15, Children’s Social Care budgets totalled **£1.5 billion** in London

In 2016/17, **27 out of 30 boroughs** reported overspending in their Children’s Social Care budgets – over a **10% overspend**

**London** has experienced a much more rapid increase in demand for **SEND places** than in other regions, which cost on average **three times** that of a mainstream place

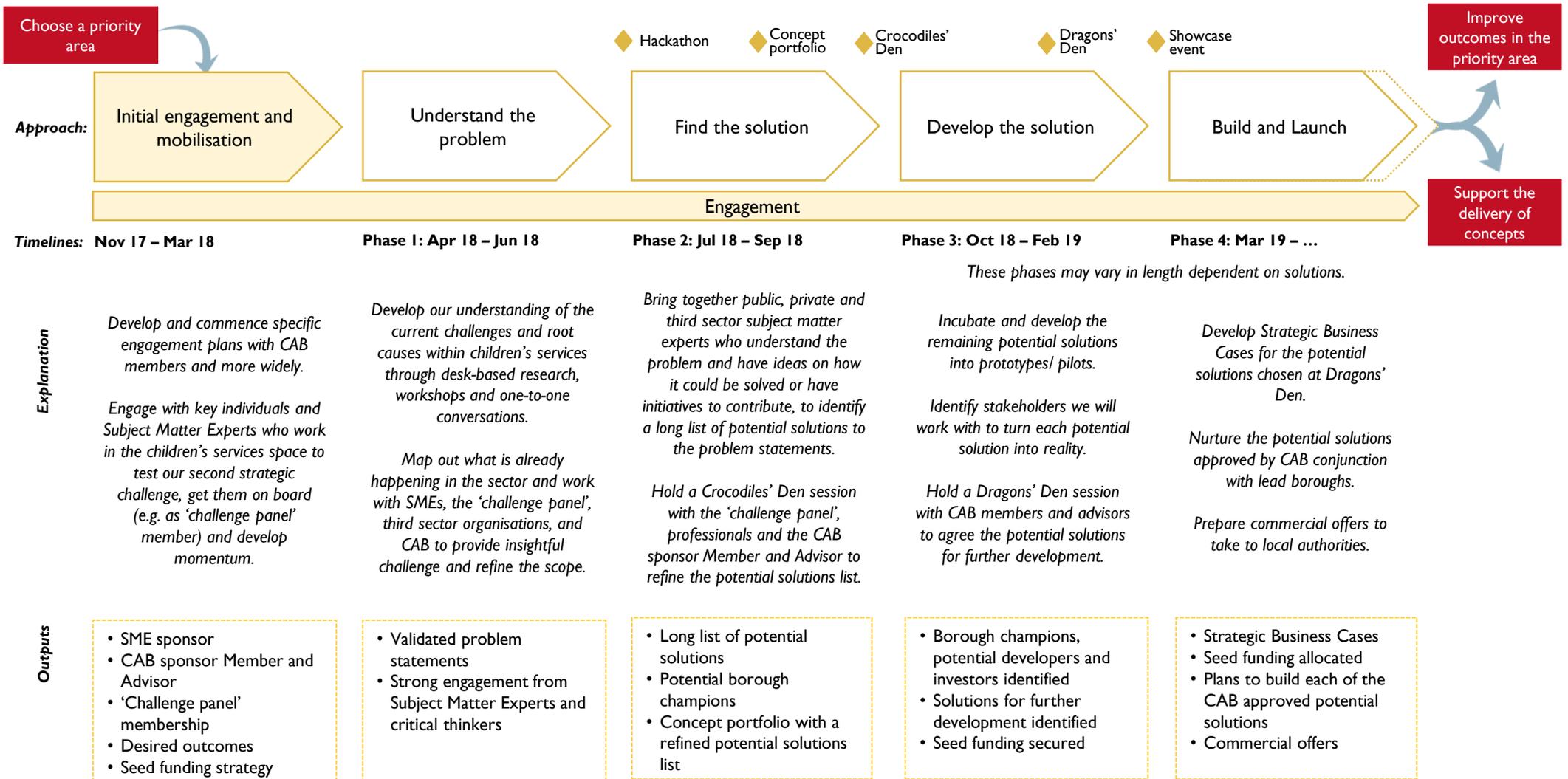


Sources: London Councils, Local Government Association, Department for Education, The Guardian



# Cycle Two: Approach

We have refined our approach based on lessons learnt from our first targeted ventures cycle. We have included a dedicated initial engagement and mobilisation stage and will also place much greater emphasis on engagement as a bespoke activity throughout the duration of our second cycle.



# Cycle Two: High Level Plan

The plan below outlines the proposed timescales for each phase as well as the planned events and deliverables. Further detail on the activities for each phase and for the concepts will be dependent on their maturity.

