

Capital Ambition Board

13 March 2018 11:00 – 12:30

Location: Conference Suite

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

Contact Officer: Derek Gadd

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Email: derek.gadd@londoncouncils.gov.uk

Agenda item

1 **Declarations of interest***

2 **Apologies for absence**

3 **Minutes of the meeting held on 13 December 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.
- c) Note the progress of Capital Ambition seed-funding of cycle 1 Targeted Ventures projects.

5 **London Ventures Progress Report**

15-20

This report provides an update on the key activities and progress in the London Ventures programme since December 2018. 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.

Recommendations

Board members are recommended to note the contents of the report.

6 Any other business

*Declarations of Interests

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

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

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

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

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

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

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

Exempt item	
E1 Minutes of Exempt Capital Ambition Board meeting 18 October 2017	
E2 London Ventures 18 month review	
E3 New commercial deals for approval	

Close approx. 12:30

Meeting of the Capital Ambition Board

Wednesday 13 December 2017, 11am

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

Members

Edward Lord OBE JP
Cllr Fiona Colley
Cllr Nicholas Paget-Brown

Local Authority

City of London (Chair)
LB Southwark
RB Kensington and Chelsea

Advisers

John Hooton
Paul Najsarek
James Rolfe

Chief Executive, LB Barnet
Chief Executive, LB Ealing
Executive Director of Finance, Resources and
Customer Services, LB Enfield

London Councils

Frank Smith
Guy Ware
Andy Pitcairn
Thomas Man
Lisa Henry
Harry Richardson

Role

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

Board Secretariat

Ana Gradiska
Joe Harris

Principal Governance and Projects Officer
Business Administration Apprentice

EY

Victoria Evans
Shu Fei Wong

Senior Manager, Local Public Services
Manager, Local Public Services

The Chair welcomed John Hooton to his first meeting of Capital Ambition.

1. Declarations of Interest

1.1 There were no declarations of interest.

2. Apologies for absence

2.1 Apologies were received from Cllr David Simmonds CBE (LB Hillingdon) and Cllr Stephen Alambritis (LB Merton).

3. Minutes of the meeting held on 18 October 2017

3.1 The minutes of the non-exempt part of the meeting held on 18 October 2017 were agreed as an accurate record.

4. Capital Ambition - Director's Report

4.1 The report was noted by CAB.

5. London Ventures Progress Report

- 5.1 The Head of Capital Ambition said that good progress has been made since the October CAB meeting and the London Ventures team had continued to promote and advocate the London Ventures programme with local authorities as well as with other key stakeholders including social investors. A number of London local authorities have been proactive in their engagement with the programme, and of particular note was the very successful Cornerstone virtual reality launch event at City Hall which had generated a lot of publicity. There has also been a positive step-change in levels of engagement and awareness about the programme. He finished by saying that there were still significant challenges for the programme, but also a great deal of opportunity.
- 5.2 The Chair said that it sounded like excellent progress had been made and that momentum needed to be kept going through January and February 2018, before the local elections purdah period begins in mid-March 2018.
- 5.3 The London Ventures team had undertaken a review of the first targeted ventures cycle (which focused on tackling homelessness, temporary accommodation and housing) to inform their approach to the second targeted ventured cycle. The team had a workshop to consider the process in detail and to identify elements that were effective as well as those that could be improved upon. The team felt that having a sponsoring CAB Member and Advisor for the issue being targeted would be very beneficial.
- 5.4 In addition the London Ventures team has been considering the overall thematic area for the next targeted cycle, and through engagement activity with CAB members and advisors as well as other key stakeholders the topic of children and families was identified. A key programme priority over the next few months will be to continue with the initial engagement and to start to build momentum with sector leaders and the relevant pan-London professional network.
- 5.5 It was reported that Cllr David Simmonds CBE and Paul Najsarek had both volunteered to be the CAB sponsors for the next cycle of targeted ventures.
- 5.6 EY added that some of the key highlights of the work carried out since the October 2017 meeting was the increase in the level of local authority engagement, the access to external funding, local authorities providing match funding and sponsorship to support the development of the four targeted ventures concepts. EY recognised the need for raising the profile of the programme so that local authorities could better see the value created by London Ventures. So far, local authorities have committed £200,000 of match funding to support the development of London Ventures concepts and CAB has committed £93,850 for seed funding at the October 2017 meeting.
- 5.7 The Director of Finance, Performance and Procurement said that there was a broad range of activity and initiatives addressing various aspects children and families including initiatives from central government, so it was important for CAB to have clarity as to which aspect of children and families, in order to add value and not replicate work that is already being carried out.
- 5.8 Members made the following points in the ensuing discussion:
- The new targeted approach was clearly showing progress, and the leveraging of external funding e.g. from the GLA was encouraging.
 - The development of the targeted ventures strand effectively created an issue driven, sector led approach to problem solving which echoed the origins of some of the earlier Capital Ambition funded activity. CAB's work on the new cycle of targeted ventures would need to be integrated into other currently ongoing London-wide work.

- There are a number of areas within the children and families theme that could benefit from a targeted focus including placement costs, recruitment of graduate social workers and recruitment of foster carers.
- Local authorities were facing significant cost and service quality pressures; however, good service quality and outcomes would prove to be cost effective and would save money in the long run.

5.9 Members:

- Noted the overview of London Ventures activity since October 2017.
- Noted the review of the homelessness, temporary accommodation and housing targeted venture process and value generated.
- Approved the overall theme and approach for the second cycle of targeted ventures.
- Approved the appointment of David Simmonds CBE and Paul Najsarek as the sponsors for the second cycle of targeted ventures.

6. Any Other Business

6.1 None.

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

The meeting finished at 11.30

Capital Ambition Board

Capital Ambition Director's Report

Item no: 4

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

Date: 13 March 2018

Contact Officer: Lisa Henry

Telephone: 0207 934 9547 **Email:** lisa.henry@londoncouncils.gov.uk

Summary This report provides an update on the following:

- Financial position
- Work programme

Recommendations It is recommended that Board members:

- a) Note the financial summary.
- b) Note the progress on grant funded projects.
- c) Note the progress of Capital Ambition seed-funding of cycle 1 Targeted Ventures projects.

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 £115k at 28 February 2018.
2. This balance takes into account forecast programme office costs; project commitments; and £51k of London Ventures income.
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 – subject to the outcome of the 18 month review as being discussed under exempt item two.

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 March 2018.
7. Progress on the London Ventures programme is covered under agenda items 5 and the exempt items.

Health and social care – Ask Clive for a paragraph or two

8. London Partners (including London Councils, GLA, NHS England, Public Health England and the London office of Clinical Commissioning Groups) recently agreed a health and care devolution MoU with Government that will facilitate the next steps of the health collaboration agreement made in December 2015. The MoU is an enabling document allowing local areas to opt-in to detailed devolution proposals that build on learning from the London pilots on integration, prevention and reinvestment of capital estate receipts. A Member Event on health and care devolution was held on 1 February 2018.

9. The signing of the MoU reaffirms a shared commitment to accelerate improvement to the health and care of all Londoners through the devolution or delegation of powers and granting of new freedoms to London. It opens up new opportunities for London, at the local, multi-borough and regional level, to better shape provision to local needs and reform the way London health and local government operates so that residents have the best chance to live longer, healthier lives.
10. In the same manner as individual pilot areas have led the agenda, one of the tasks facing all London boroughs appears to be how to ensure reform emerges through bottom-up, locally designed solutions across the capital. This will be a central task in coming months and points to questions of how best the local story can be told, how boroughs can shape this, and how best London can harness collective ambition to deliver on the MoU and improve health and care for Londoners. The CAB contribution is critical factor in supporting London local government to leverage the MoU opportunities for the benefit of local residents.
11. The new powers and freedoms that have been gained through devolution provide a platform for accelerating the development of borough-led integration models in order to improve the health and care system locally. London boroughs with the Mayor and health partners will collectively need to account for how effectively these new powers are used and a report will be brought to the CAB in July 2018.

Behavioural Insights

12. 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 have given the following presentations:
 - a. The findings of the housing benefit overpayment trial to both the Deputy Treasurers Group and the Revenues and Benefits Manager's network.
 - b. The results of the recycling trial are on the agenda of the London Environment Directors Network's March meeting.
13. 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.

14. The desk based research elements have now taken place and the BI team, together with lead officers in the relevant local authorities are deciding which areas to focus on for conducting trials and piloting new ways of working.
15. None of the grant has been claimed to date – however the projects are on track to meet the timetables outlined.
16. A presentation of results is to be organised for late in 2018.
17. Additionally the Capital Ambition Programme Manager has been invited to present on the behavioural insights work sponsored by Capital Ambition at an LGA event in March.

London Ventures – seed funded projects

18. 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.
19. The predictive analytics project in Southwark is subject to internal approval processes, such that no grant has been drawn down to date – grant allocation is expected to be drawn down in 2018/19.
20. In addition to the grant awards the team have issued two contracts, following a procurement process, for the transition insurance, and property listing platform concepts to work these up into solutions.
21. The two projects are underway and regular project management meetings are taking place.
22. Progress on the delivery of the projects is included in item five.

Financial implications for London Councils

23. 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 £115,219 at 31 March 2020, which includes £50,787 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

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

Equalities implications for London Councils

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

Recommendations

26. It is recommended that Board members:
- a) Note the financial summary.
 - b) Note the progress on grant funded projects.
 - c) Note the progress on Capital Ambition seed-funding of cycle 1 Targeted Ventures projects.

Capital Ambition - Funding Position as at 28 February 2018

	Programme Office	LV Phase 2 Contract	LV Seed Fund	LV Sustainability Fund	
Opening Balance 31 March 2017	-1,207,863	-666,665	See note 1 -93,850	See note 2 -10,044	Total -1,978,422
London Ventures in year income 2017/18			-40,000	-40,743	-80,743
Total Funds	-1,207,863	-666,665	-133,850	-50,787	-2,059,165
Indicative Staff costs and operational budget 2017/18	236,331				236,331
Project Spend	322,263	341,737			664,000
Seed Fund - proposals committed 2017/18			93,000		93,000
Subtotal spend and commitments 2017/18	558,594	341,737	93,000	0	993,331
Indicative Closing Fund Balance 2017/18	-649,269	-324,928	-40,850	-50,787	-1,065,834
Indicative Staff costs and operational budget 2018/19	241,380				241,380
Project Commitments	99,441	246,487			345,928
Seed Fund - Commitments 2018/19			40,000		40,000
Subtotal spend and commitments 2018/19	340,821	246,487	40,000	0	627,308
Indicative Staff costs and operational budget 2019/20	244,866				244,866
Project Commitments	0	78,441			78,441
Seed Fund - proposals anticipated 2019/20			0		
Subtotal spend and commitments 2019/20	244,866	78,441	0	0	323,307
Total spend and commitments 2018/19 to 2019/20	585,687	324,928	40,000	0	950,615
	1,144,281	666,665	133,000	0	1,943,946
Uncommitted/ unallocated Balance	-63,582	0	-850	-50,787	-115,219

Notes

1. London Ventures Seed Fund - CAB allocated seed funding October 2017

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	ACTIVE	£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	ACTIVE	£35,000	£0	£35,000	31 July 2018
Targeted Ventures - Transition Insurance**	London Councils	ACTIVE	£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 March 2018		
Contact Officer:	Thomas Man		
Telephone:	0207 934 9551	Email:	thomas.man@londoncouncils.gov.uk

Summary	This report provides an update on the key activities and progress in the London Ventures programme since December 2018. 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 note the contents of the report.

LONDON VENTURES PROGRESS REPORT

Background

1. Since the December 2017 Capital Ambition Board meeting, the team has continued to promote and advocate the London Ventures programme with various stakeholders and local authorities.
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 ventures progress update
 - Overview of homelessness, TA and housing targeted venture and targeted venture cycle 2
3. Other London Ventures items on the agenda include the London Ventures 18 month review and new commercial deals for general ventures partners. These reports are presented in the exempt part of the agenda.

Overview of London Ventures activity since December 2017

4. Post the December 2017 Capital Ambition meeting the London Ventures team has supported a wide range of London Ventures activity. The main workstreams can be broadly divided between:
 - Targeted ventures – including supporting current homelessness, TA and housing concepts through project development/delivery phase. This also includes engagement with key stakeholders over the children and families targeted cycle 2.
 - General ventures – this includes development of new commercial deal proposals with new and existing London Venture partners, introductory meetings between local authorities and venture partners.
 - Meetings with investor and innovation organisations.
5. **Targeted Ventures update.** Progress is being made across the four concepts from the homelessness, TA and housing targeted venture. The TA modular housing has been progressing and there is likely to be agreement towards the high level heads of terms by the end of the 2017/18 financial year. A draft specification has been developed for the Property Listing Platform concept following good engagement with local authorities and potential providers. There have been two working groups

of transition insurance working group bringing together tenant; landlord; local authority and insurance expertise and representation. While progress on the homelessness predictive analytics approach has been slow, the London Ventures team are working proactively with the local authority to address the issues.

6. Extensive engagement work has also been undertaken in advance of the formal start of the children and families targeted venture. To date meetings/discussions have been held with the relevant leads from the following organisations:
 - Department for Education (DfE)
 - Local Government Association (LGA)
 - The Association of London Directors of Children's Services (ALDCS)
 - Chief Executives of London Committee (CELC)
 - Barnardo's
 - East London Finance Directors
7. Further details on targeted ventures activity is available in appendix 1
8. **General Ventures update.** The London Ventures team has continued to facilitate links between venture partners and local authorities. Examples of this include:
 - Demonstration of Cornerstone's virtual reality experience to leads at London Borough of Redbridge.
 - Introduction of Leigh Fisher's Transport Service Optimisation service to a number of London local authorities
 - A meeting with senior London Borough of Tower Hamlets officers to discuss London Ventures.
9. In addition to the various meetings, the London Ventures team has been managing discussions with all existing and potential future partners for the commercial deal renegotiations presented in paper E3.

Programme level expenditure and income

10. In summary, in relation to EY's programme costs London Councils has been invoiced for ££574,666 to the end of February 2018 from the total of £906,150 to support the delivery of London Ventures. This amount does not include London Councils' time and resources.

11. The income target for the first year of current commercial deals was £113,000.

London Councils has invoiced for £50,787 as at the end of February 2018. Further income into the programme is dependent upon the extent to which local authorities take up London Venture's products and services and subject to members agreeing new commercial deals as proposed in item E3.

Financial Implications for London Councils

12. The Director of Corporate Resources reports that the invoiced contract sum of £574,666 relates to the first 18 months of the contract to February 2018. This represents 63% of the total contract sum of £906,150.

13. Since the last report to CAB in December 2017 there has been an increase in the invoiced income for the programme. This now totals £50,787 of which £7,870 has been invoiced since the last CAB meeting. While this progress is positive, the programme has not achieved its ambitious income target for the year of £113,000.

14. As the programme has failed to meet its income target the financial sustainability of the programme is questionable on its current basis. However item E2 in the exempt agenda sets out the findings and recommendations from the 18 month review which will provide members with an opportunity to determine the future of the programme.

Legal Implications for London Councils

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

Equalities implications for London Councils

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

Recommendations

17. Board members are recommended to note the contents of the report.



**LONDON
VENTURES**

Innovation through collaboration

Targeted Ventures Progress Update

13 March 2018

Overview

Introduction

In order to support London local authorities with some of the key strategic challenges they face, the London Ventures programme now has two targeted ventures cycles running in parallel: the development of concepts for the targeted cycle one focus on temporary accommodation, housing, & homelessness and the initial engagement and mobilisation of the targeted cycle two focus on children and families.

Targeted Cycle One: Temporary accommodation, housing, and homelessness

Since October 2017 CAB, we have been focussing our efforts on developing the four agreed concepts to tackle the pan-London strategic challenge of temporary accommodation, housing and homelessness. We have been working with London borough sponsors as well as private and third sector organisations in order to turn these concepts into reality. CAB's seed funding investment has enabled us to kick start the development of each of these concepts in the following ways:

- *Early identification of those at risk of homelessness* – supported the sponsor borough to financially contribute to the development of the predictive analytics homelessness module
- *'Transition insurance' to support moves within the private rented sector* – appointed a project manager to work with a range of stakeholders through the working group to develop the specification for the most relevant financial product
- *Modular temporary accommodation on non-permanent sites* – supported the Housing Director leads to appoint a project manager to undertake the required activities to secure the GLA funding
- *London-wide accommodation platform* – appointed a technical lead and engagement lead to develop the detailed specification for the platform and get buy-in from London boroughs.

Targeted Cycle Two: Children and Families

We will be launching our new focus on the strategic challenge of children and families in April 2018. Since December CAB, we have been undertaking the initial engagement and mobilisation. To date we have spoken with a range of stakeholders, including the Chief Executives of London Committee (CELC) lead for children's services, the Association of London Director's of Children's Services chair, DCS representatives, the charity Barnardo's, and policy experts at London Councils, the Local Government Associate (LGA) and the Department for Education (DfE).

The purpose of this document is to:

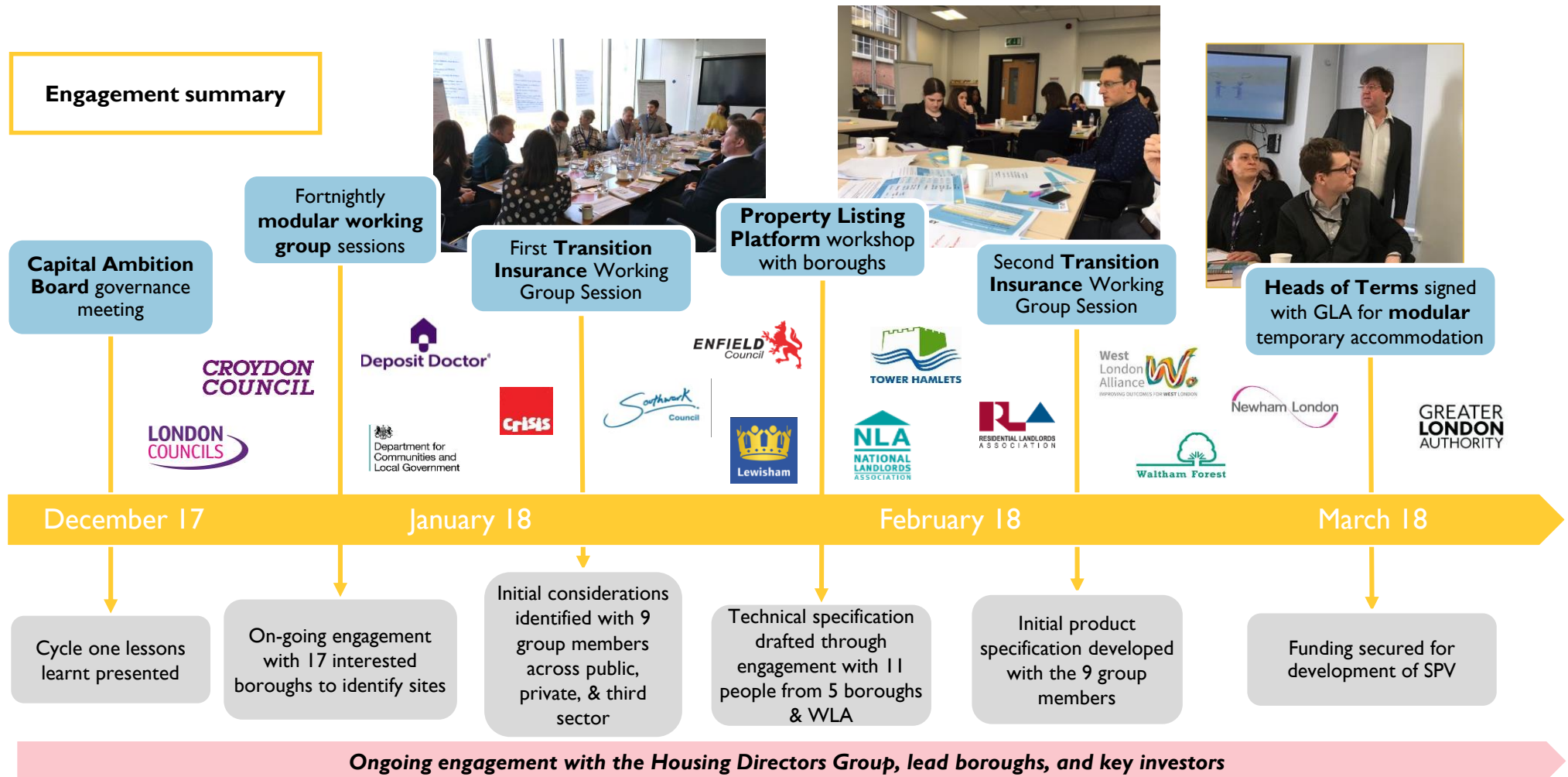
- **Provide an engagement and progress update for our targeted cycle one focus on temporary accommodation, housing, and homelessness**
- **Provide a progress update on our targeted cycle two focus on children and families**



Targeted Ventures Cycle One: Engagement Update





Our journey to transforming the homelessness, housing, and temporary accommodation experience in London





Since December CAB, the programme has made significant progress in developing our **targeted cycle one** concepts around **homelessness, housing and temporary accommodation**. We have been engaging widely through working groups comprised of individuals from the public, private, and third sectors and facilitating a variety of workshops. A snapshot of our activity to date can be seen below.



Targeted Ventures Cycle One: Progress Update

We have been developing the **four concepts** for **temporary accommodation, housing, and homelessness** agreed by CAB to proceed to delivery in October 2017. We have been working closely with a range of key stakeholders through various engagement activities, including workshops and working group sessions, to drive these four solutions forward. A summary of our progress can be seen below.

	<p>Early identification of those at risk of homelessness</p> <p><i>Uses predictive analytics to identify households most at risk of entering homelessness. Enables councils to target earlier intervention and prevention.</i></p> <p>Model built by summer 2018 and implemented by winter 2018*</p>		<p>'Transition insurance' to support moves within the private rented sector</p> <p><i>A financial 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 becoming homeless.</i></p> <p>Call to market prospectus issued in summer 2018*</p>
<p>Key stakeholders</p>		<p>Key stakeholders</p>	
<p>Activity update</p>	<ul style="list-style-type: none"> Supported local authority governance processes to agree sign off and implementation Agreed commercial arrangement between Xantura and London Ventures Undertaken on-going engagement with other boroughs and interested stakeholders 	<p>Activity update</p>	<ul style="list-style-type: none"> Established a TI working group and facilitated 3 working group sessions Overseen the development of a co-designed outline specification Engaged with other London boroughs outside of the working group
<p>Next steps</p>	<ul style="list-style-type: none"> Mobilise the Southwark and Xantura teams with support from London Ventures Start development of the homelessness module with Southwark and Xantura Oversee solution design and development 	<p>Next steps</p>	<ul style="list-style-type: none"> Refine product specification and requirements with the working group Conduct market testing with additional stakeholder Develop the call to market prospectus and the process for identifying a suitable partner

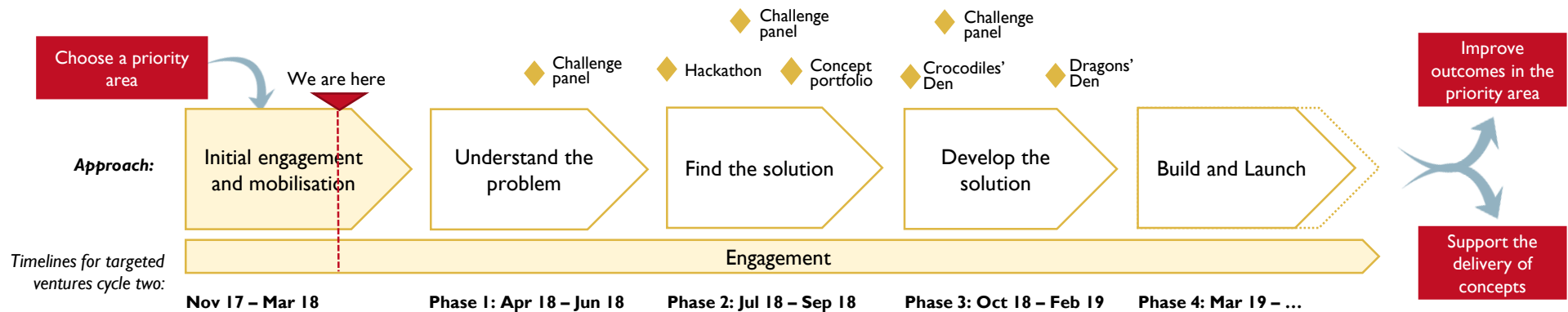
	<p>Modular temporary accommodation on non-permanent sites</p> <p><i>Modular units to be procured on a pan-London basis for use as affordable temporary accommodation. Units can be placed on non-permanent sites and re-located as necessary.</i></p> <p>Special purpose vehicle live in summer 2018 and a 200 unit pilot to begin in 2019*</p>		<p>London-wide accommodation platform</p> <p><i>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.</i></p> <p>Platform live in early 2019*</p>
<p>Key stakeholders</p>		<p>Key stakeholders</p>	
<p>Activity update</p>	<ul style="list-style-type: none"> Facilitated fortnightly GLA working group sessions Signed the Heads of Terms with the GLA to secure funding Identified project resources to drive SPV set-up, deliver modular units delivery plan, and develop business plan 	<p>Activity update</p>	<ul style="list-style-type: none"> Developed outline technical specification with London boroughs Undertaken engagement with existing providers operating in this space Created the high level options appraisal for developing the specification
<p>Next steps</p>	<ul style="list-style-type: none"> Oversee set up of the SPV Development of the unit specification Agree commercial deal arrangement for London Ventures programme 	<p>Next steps</p>	<ul style="list-style-type: none"> Socialising the technical specification with a wider group of boroughs Ascertain written commitment from boroughs to use the technical specification

*subject to change



Targeted Ventures Cycle Two: Progress Update

Since CAB signed off our **targeted cycle two** strategic focus on **children and families** in December 2017, we have been progressing with our initial engagement and mobilisation to ensure we gain buy-in from relevant sector experts and leads, a summary of which can be seen below.



We have had a strong initial engagement across local government and the third sector. As we come to the end of the 'initial engagement and mobilisation' phase, we will be looking to further engage and work with Subject Matter Experts (SMEs), our 'challenge panel', and third sector organisations to map out and understand what is already happening in the sector.

Initial engagement



Key outputs

- CAB sponsor Member and Advisor identified & briefed
- 'Challenge panel' members identified
- Seed funding strategy developed
- Desired outcomes agreed

Future engagement



Upcoming events

- March: West London Directors of Children's Services Group
- May: Challenge panel
- June: Solution Hackathon

