

# Capital Ambition Board

## Director's report and London Ventures progress update

Item no: 5

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**Date:** 11 July 2019  
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**Summary**      This report and the accompanying appendices provide a summary of Capital Ambition funded activity, including the London Ventures programme, since May 2019, CAB Terms of Reference and changes to constitutional documents

**Recommendation**      The Board is recommended to note the contents of the report.



# **Director's report and London Ventures progress update**

## **Capital Ambition Financial Position**

1. The current financial position is set out in Appendix A. At 30 June 2019 there is a potential unallocated balance of £171,347 by end of 2020/21. This balance is composed of the original grant fund from MHCLG, income from the London Ventures sustainability fund, London Councils' programme office costs and projected commitments and £118,862 of London Ventures income.
2. The London Ventures programme is designed to derive income, to be reinvested in innovation. Income that has been received by London Councils from London Ventures partners is set out in the sustainability fund. No income projections are included in the calculations provided at this stage. Invoices for Q1 2019/20 will be issued in July 2019 and are worth an estimated £21,500.
3. Members should also note that this report does not take into account any future award of a London Ventures contract (which is the subject of a separate report in the exempt part of the agenda). On the basis that London Councils makes an award, it is likely that the majority, if not all, of the uncommitted balance will be used to support the funding of the new contract as well as future income accrued within the sustainability fund.
4. Appendix B contains an overall summary of the status of Capital Ambition funded activity.

## **Update on Behavioural Insights projects**

5. CAB approved three projects at its July 2017 meeting. They were designed to test the application of behavioural science in the following areas. These are referred to as phase 2 behavioural insights projects as stated in Appendix B:
  - 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.

6. The Behavioural Insights work continues to experience delays, some of which have necessitated a refocus of the work. Progress is being made and BIT is preparing to close out with a final report back at the December 2019 Board.
- a) Westminster City Council: There are two remaining strands of work: a trial to move those contacting the front door of children's social care to use a structured online form for their initial report, and a piece of work to try and speed-up initial assessments, which are currently being left until the deadline. The first trial has experienced delays due to data sharing processes but is still progressing. The second piece of work has experienced delays due, in part, to senior staff turnover. BIT is now moving to provide a report with generalisable recommendations relating to initial assessments for Councils but BIT does not expect to be able to run a trial in the time remaining.
  - b) Croydon: Following a productive meeting with Croydon Council, BIT agreed that it is not feasible to run a trial due to low buy-in by local GP practices who hold the necessary data on vaccinations. BIT will instead provide Croydon with a tailored assessment of local barriers to vaccination, as well as writing up a broader report and running a workshop to disseminate findings and recommendations to share with London Councils' membership.

### **London Ventures progress update**

7. Since the last Board meeting in May 2019, a number of key activities have taken place and these include:
- a. The outstanding Blue Prism commercial agreement was completed and approved.<sup>1</sup>
  - b. A roundtable event for Xantura was held at the London Fire Brigade headquarters with a number of boroughs attending as well as the Department for Education. There were very well received presentations from London Borough of Barking and Dagenham and Thurrock Council on their journeys using the Xantura capability.
  - c. EY held two events through which London Ventures partners had an opportunity to showcase their offer to a broad and diverse range of stakeholders including local authorities.

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<sup>1</sup> The Blue Prism commercial agreement was agreed by way of Urgency by the Elected Officers of the Capital Ambition Board on 10 June 2019, see the following report: <https://www.londoncouncils.gov.uk/node/35931>

- d. Sessions were held with the Procurement Network and a number of local authorities to discuss children and families targeted ventures activity.
  - e. LB Ealing has signed up with Fiscal Technologies.
- 8. For the cycle two children and families targeted ventures work that was presented to CAB in May, both the Childfocus (cloud based digital case management system) and Showcase (partner referral app) concepts are being supported by London Councils' officers and EY staff in conjunction with City of Westminster and Royal Borough of Kensington and Chelsea acting as the lead/sponsor boroughs. Family circle (developing a digital platform to offer family group conferencing on to a wider audience) has also progressed significantly with LB Camden leading the development of this concept. The other two concepts – FosterME and Young Person Budgeting App are also being pursued as they were conditionally approved by CAB. Meetings are being organised to identify potential lead sponsor boroughs.
- 9. A full update is planned for October 2019 Capital Ambition Board meeting as it will be two years after the original approval of the concepts when the Board grant funded the projects.
- 10. Handouts from EY provide further detail on London Ventures progress and are included as part of the appendices for this report.

### **Capital Ambition Terms of Reference and changes to Constitutional documents**

- 11. At Leaders' Committee AGM on 4 June 2019, Members agreed the Terms of reference for the Capital Ambition Board, which are attached to this report at Appendix C.
- 12. Members also agreed changes to a number of London Councils' constitutional documents, namely London Councils' Standing Orders, Scheme of Delegation to Officers, Terms of Reference for Sub Committees and Financial Regulations.
- 13. Three of the four reports contain changes which apply to Capital Ambition Board and are therefore reported to CAB for information. The changes made are summarised below:
  - i. Amendments to Standing Orders regarding the urgency process, declarations of interest, delegation of functions and clarity around the definition of 'Forums' and 'Sub groups.'

- ii. Small changes to the Scheme of Delegation to Officers covering legislative changes and delegated authorisation of contracts
- iii. Minor changes to the Financial Regulations covering procurement, forms and templates and staffing/organisational changes
- iv. The Terms of Reference for Sub-Committees report has not been reported to this Board, as it does not apply.

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

14. The Director of Corporate Resources reports that appendix A, summarises the projected Capital Ambition fund balance at the end of the 2020/21 financial year notwithstanding any contract awards or forecast income from the London Ventures programme. Taking the current total spend and commitments from 2019/20 to 2020/21 the forecast costs of £496,910 reduces the Capital Ambition fund to a closing uncommitted balance of £171,347 by March 2021, which includes £118,862 from the London Ventures Sustainability Fund.
15. Members should note that this forecast does not take into account any potential award of a new contract for the London Ventures programme, nor any extension of the London Councils resource beyond August 2020. As stated within the body of the report, the award of a new contract is likely to fully utilise the uncommitted balance and any increases to the sustainability fund. Provision has been made within the contract to ensure that the resources allocated to a new contract can be scaled to the available financial resources.
16. The balance of funds available for the London Ventures phase 2 contract at 1 April 2019 was £86,169 which reflects the fact that the current contract is due to expire in August 2019. To date a total of £848,704 has been paid on the contract representing 94% of the total contract sum of £906,150 leaving a balance of £57,446 at 30 June 2019.
17. Since the last report to CAB in May 2019 the invoiced income for the programme remains at £118,862, although Q1 income for 2019/20 has yet to be invoiced. While the ambitious income targets have not been achieved, the procurement of a new contract for the London Ventures programme presents a further opportunity for the programme to identify options to achieve financial sustainability through the use of alternative funding mechanisms.

**Legal implications for London Councils**

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

**Equalities implications for London Councils**

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

**Recommendation**

20. The Board is recommended to note the contents of the report.

**Background documents:**

Constitutional documents referred to in sections 12 to 14 of the report are available on the London Councils website at:

<https://www.londoncouncils.gov.uk/who-we-are/about-us/governance/constitutional-information>

## Capital Ambition - Funding Position as at 30 June 2019

Item 4 - Appendix A

|   | Programme Office              | LV Phase 2 Contract | LV Sustainability Fund        | Total           |
|---|-------------------------------|---------------------|-------------------------------|-----------------|
| <b>Opening Balance 01 April 2019</b>                  | See note 1<br><b>-463,226</b> | <b>-86,169</b>      | See note 2<br><b>-118,862</b> | <b>-668,257</b> |
| London Ventures in year income 2019/20                |                               |                     |                               | 0               |
| <b>Total Funds</b>                                    | <b>-463,226</b>               | <b>-86,169</b>      | <b>-118,862</b>               | <b>-668,257</b> |
| Staff costs and operational budget 2019/20            | 244,866                       | 86,169              |                               | 331,035         |
| Project Spend   | 99,875                        |                     |                               | 99,875          |
| Seed Fund - proposals committed 2019/20               | 0                             |                     |                               | 0               |
| <b>Subtotal spend and commitments 2019/20</b>         | <b>344,741</b>                | <b>86,169</b>       | <b>0</b>                      | <b>430,910</b>  |
| <b>Indicative Closing Fund Balance 2019/20</b>        | <b>-118,485</b>               | <b>0</b>            | <b>-118,862</b>               | <b>-237,347</b> |
| Indicative Staff costs and operational budget 2020/21 | 66,000                        | 0                   |                               | 66,000          |
| Project Commitments                                   | 0                             |                     |                               | 0               |
| Seed Fund - Commitments 2020/21                       | 0                             |                     |                               | 0               |
| <b>Subtotal spend and commitments 2020/21</b>         | <b>66,000</b>                 | <b>0</b>            | <b>0</b>                      | <b>66,000</b>   |
| <b>Total spend and commitments 2019/20 to 2020/21</b> | <b>410,741</b>                | <b>86,169</b>       | <b>0</b>                      | <b>496,910</b>  |
|   |                               |                     |                               |                 |
| <b>Uncommitted/ unallocated Balance March 2021</b>    | <b>-52,485</b>                | <b>0</b>            | <b>-118,862</b>               | <b>-171,347</b> |

### Notes

- Staffing cost has been allocated from April 2020 - August 2020 in anticipation of one additional year of the London Ventures programme.
  - 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.
- Please note that these figures provided in this report have not yet been audited.



## 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        | £848,704              | £57,446                  | 22 August 2019        |
| Behavioural Insights Work - Phase 1                    | LB Croydon                | ACTIVE | £120,000        | £67,737               | £52,263                  | 31 December 2019      |
| Behavioural Insights - Phase 2: Immunisations          | LB Croydon                | ACTIVE | £59,242         | £0                    | £59,242                  | 31 December 2019      |
| Behavioural Insights - Phase 2: Children's social care | RB Kensington and Chelsea | ACTIVE | £140,199        | £0                    | £140,199                 | 31 December 2019      |
| Health and Social Care - Phase 2                       | London Councils           | ACTIVE | £150,000        | £0                    | £150,000                 | TBC                   |

\* 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

## **Capital Ambition Board – Terms of Reference**

### **Membership 2019/20**

The board will be supported by a number of advisors:

- 3 London Borough Chief Executives
- 1 representative from the Society of London Treasurers
- 1 LGA representative
- 1 officer from the Greater London Authority Group
- The Chair of the London Procurement Strategy Board

### **Terms of Reference**

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

1. Strategic direction and support for improvement, efficiency, transformation and innovation in London local government including by –
  - a. encouraging participation in, and garnering support for, shared and collaborative solutions in commissioning and service delivery within local government; and
  - b. engaging with key stakeholders to promote this ethos, products and outcomes; and
  - c. continuing to fund projects that meet the funding criteria agreed by Leaders' Committee on 14<sup>th</sup> December 2010
2. Strategic oversight and operational responsibility for the London Ventures programme including by –
  - a. Managing and monitoring the London Ventures support services and consultancy contract; and
  - b. In accordance with funding criteria agreed by Leaders' Committee on 14<sup>th</sup> December 2010:
    - i. reviewing business cases and selecting projects under that programme; and
    - ii. commissioning activity and/or funding activity in line with those funding priorities;
  - c. Undertaking any other functions to support the successful delivery of the London Ventures programme
3. Oversight and monitoring of the portfolio of projects funded by the Board, or its predecessor organisations, and of the efficiency savings that these projects will deliver.
4. Reporting regularly to the London Councils Leaders' Committee on the work of the Board including the status of the investment fund, the London Ventures programme, project performance and efficiency savings achieved.

# London Ventures: Progress Update (May – July 2019)

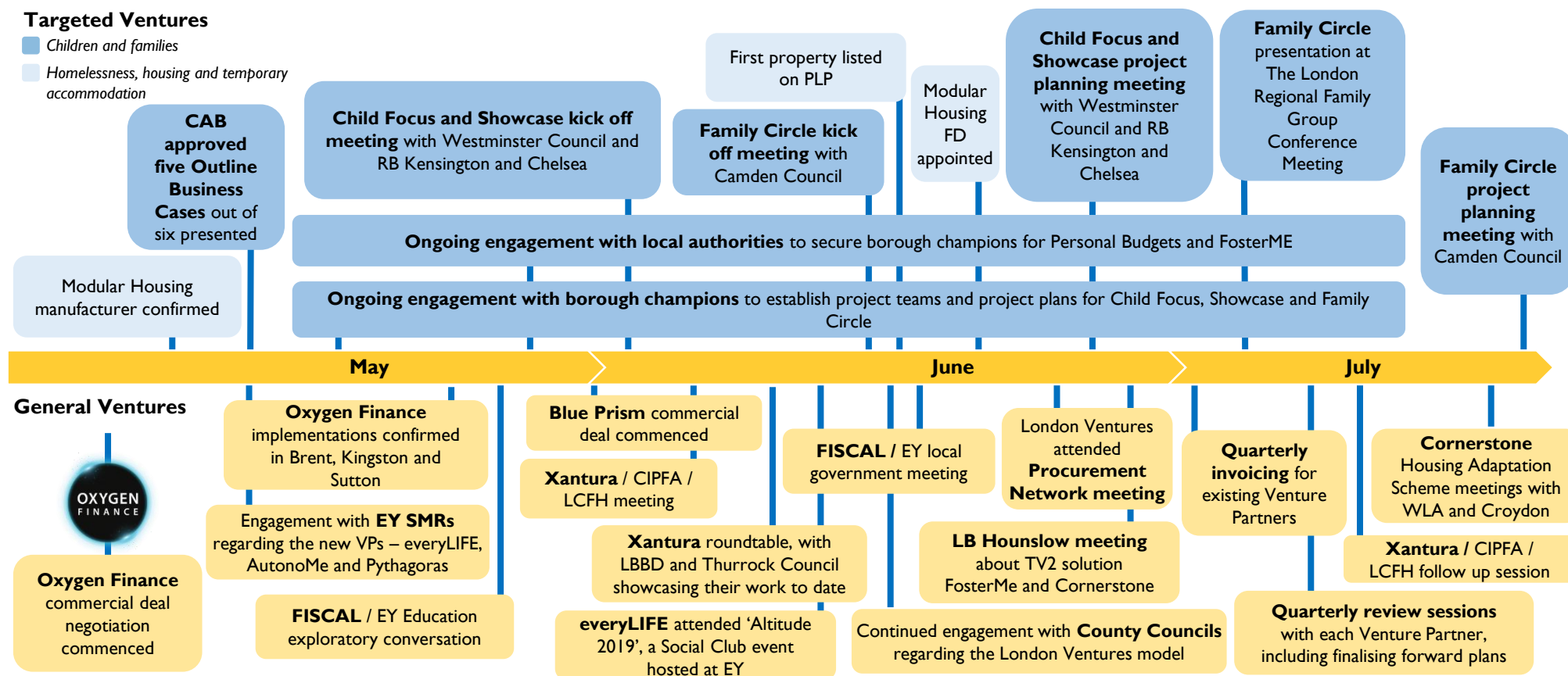
## Progress on both targeted and general ventures

Since May 2019, we have progressed both our targeted and general ventures activities through consistent engagement with the public, private and third sectors. For our five targeted ventures solutions supporting vulnerable children and families, we have continued engaging with key stakeholders to establish borough champions, project plans and project teams. The key focus for general ventures has been on continuing to promote our existing partners across London local government, alongside onboarding the new partners to the programme.

### Targeted Ventures

■ Children and families

■ Homelessness, housing and temporary accommodation



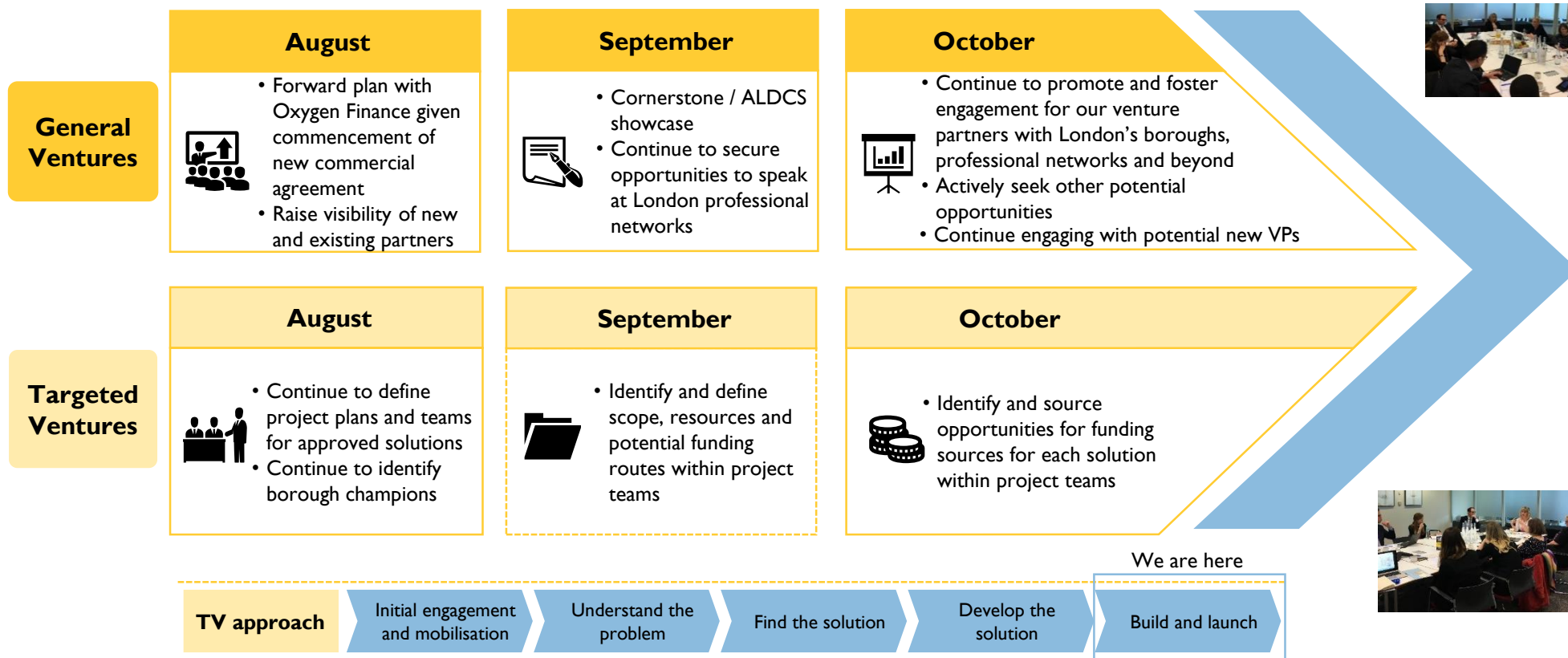
innovation through collaboration

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# London Ventures: Next Steps (August – October 2019)

## Our focus

Over the next three months, London Ventures will remain focused on driving innovation and transformative change across London local government. For targeted focus on children and families, this includes the continuation of the project development phase by working closely with Borough Champions to define the projects and identify funding sources. For general ventures, this will include engaging and re-engaging with boroughs and pan-London professional networks about both our new and existing partners.



# Targeted Ventures: Chosen solutions to progress to Build and Launch

## Progress on targeted Ventures

The following five solutions were selected by Capital Ambition Board in May to move into our Build and Launch phase. We are currently working with boroughs to identify project teams and develop project plans for each solution, and to identify borough champions for FosterME and Personal Budgets.

### Key Milestones

#### **Child Focus** - Borough Champion: Westminster Council and RB Kensington and Chelsea

*A cloud-based digital case management platform that shares real-time data; centralises the front-door process to enable referrals to be channelled efficiently; has a built-in data tool that transcribes and shares interviews and information between partners; ability to develop bespoke reports and provides bespoke user dashboards for local authorities, other agencies, and the family.*

#### **ShowCase** - Borough Champion: Westminster Council and RB Kensington and Chelsea

*A partner referral platform (schools, police, health) that feeds into the case management system and provides an interactive referral form with mandatory fields; 'MyCases' to track the outcome of previous referrals; tips on how to complete the form; and a chatbot technology available to help complete forms effectively.*

#### **Family Circle** - Borough Champion: Camden Council

*Create a solution that enables the delivery of Family Group Conference (FGC) across London with a specific focus on early-help and specialisms (such as children at risk of gang violence, school-exclusions, children with SEND). The solution will include the delivery of a platform with different functionalities.*

#### **FosterME** - Borough Champion: TBC

*Collaborative regional foster care service to deliver foster care provision/recruitment and retention across London, particularly to support more effective recruitment of carers for children with complex needs, unaccompanied asylum seekers, older children.*

#### **Personal Budgets** - Borough Champion: TBC

*A modernised and innovative solution supporting young people in budget management and helping them to improve financial literacy skills and techniques to enable independence.*

**Solution confirmation meeting**  
24 May 2019

**Project kick off meeting**  
4 June 2019

**Project planning meeting**  
27 June 2019

**Project kick off meeting**  
18 June 2019

**London Regional FGCs Conference**  
3 July

**Project planning meeting**  
July 2019

**Potential borough champion meetings held with:**

- Hounslow: 27 June
- EY Family and Children SMEs: Ongoing

**Meetings in the pipeline:**

- Hillingdon • Enfield • WLA • Bexley

