



Capital Ambition Board

11 July 2019 – 10:30 – 12:30

Location: Conference Suite

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

London Councils offices are wheelchair accessible

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Agenda item

- 1 **Declarations of interest***
- 2 **Apologies for absence**
- 3 **Minutes of the meeting held on 15 May 2019** 1-2

- 4 **Presentations from new London Ventures partners**
The three new London Ventures partner: AutonoMe, everyLIFE Technologies and Pythagoras will be presenting to the Capital Ambition Board about their products and services and how they will support councils support their local communities more effectively.

- 5 **Capital Ambition – Director’s report and London Ventures progress update** 3-16
This report and the accompanying appendices provide a summary of the activities since December 2019 on Capital Ambition funded activity including the London Ventures programme.
Recommendation
The Board is 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 Exempt minutes of the meeting held on 15 May 2019	1-4
E2 Oxygen Finance commercial agreement for approval	5-26
E3 Programme management and delivery support for London Ventures 2019-20: procurement outcome and recommendation	27-36

4. Capital Ambition – Director’s Report and London Ventures Progress Report

4.1 Guy Ware, Director of Local Government Performance and Finance, introduced the report, which set out the current financial position of the programme. He said that at April 2021 there would be an unallocated balance of £150,711. However, it is likely that these funds would potentially be spent on the forthcoming new one year London Ventures contract to August 2020.

4.2 Members were informed that the following new organisations have been accepted into the general ventures offering of products and services:

- Autonomie, which helps Local Authorities measure the progress of people with Learning Disabilities to improve decision making and deliver better outcomes through the use of apps to support their independence;
- EveryLIFE, which provided Local Authorities with access to real time information and intelligence about the delivery of social care to enable councils to commission more effectively and improve outcomes for its service users; and
- Pythagoras, which supported Local Authorities to transform their digital transformation strategies through the Microsoft platform.

Guy Ware said that these new partners would be invited to give presentations at future Capital Ambition Board meetings.

4.3 The following partners have committed to continuing their longstanding relationship with the London Ventures will be continuing its relationship with long standing partnerships with Xantura, Oxygen Finance, FISCAL Technologies and Cornerstone.

4.4 An update on the first cycle of targeted ventures on homelessness, temporary accommodation and housing that were being delivered by the boroughs included:

- PLACE - the contract for the design and manufacture of the modular housing units units was awarded to Extraspace. Additional London boroughs (Tower Hamlets, Lambeth, Ealing and Redbridge) have now joined the company.
- Capital Letters - the contract for the property listing platform that London Ventures provided the specification for was awarded to Panlogic.
- Transition Insurance – LB Southwark has been successful in their application to the PRS Access fund on behalf of a number of councils across the country.
- Predictive analytics was on hold at LB Southwark.

4.5 EY said that they were currently finalising commercial deals with two potential venture partners: Blue Prism and Canopy which are discussed in more depth in a later paper.

4.6 Members raised the applicability of the Xantura offer to domains other than childrens’ services and EY, as well as London Councils officers, raised the fact that the predictive analytics capability was being tested across a number of service areas. Furthermore EY leads alluded to the point that the London Ventures model was generating a high level of interest from members of the County Councils Network, which also provided an expanded opportunity to promote the products and services offered through the programme to a wider audience.

5. Any other business

5.1 There was no other business.

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

The meeting finished at 10:55

Capital Ambition Board

Director's report and London Ventures progress update

Item no: 5

Report by: Thomas Man **Job title:** Head of Capital Ambition
Date: 11 July 2019
Contact Officer: Guy Ware
Telephone: 020 7934 9675 **Email:** guy.ware@londoncouncils.gov.uk

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.¹
 - 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.

¹ 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 not withstanding 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
Opening Balance 01 April 2019	See note 1 -463,226	-86,169	See note 2 -118,862	-668,257
London Ventures in year income 2019/20				0
Total Funds	-463,226	-86,169	-118,862	-668,257
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
Subtotal spend and commitments 2019/20	344,741	86,169	0	430,910
Indicative Closing Fund Balance 2019/20	-118,485	0	-118,862	-237,347
Indicative Staff costs and operational budget 2020/21	66,000	0		66,000
Project Commitments	0			0
Seed Fund - Commitments 2020/21	0			0
Subtotal spend and commitments 2020/21	66,000	0	0	66,000
Total spend and commitments 2019/20 to 2020/21	410,741	86,169	0	496,910
Uncommitted/ unallocated Balance March 2021	-52,485	0	-118,862	-171,347

Notes

- Staffing cost has been allocated from April 2020 - August 2020 in anticipation of one additional year of the London Venures 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 14th 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 14th 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)

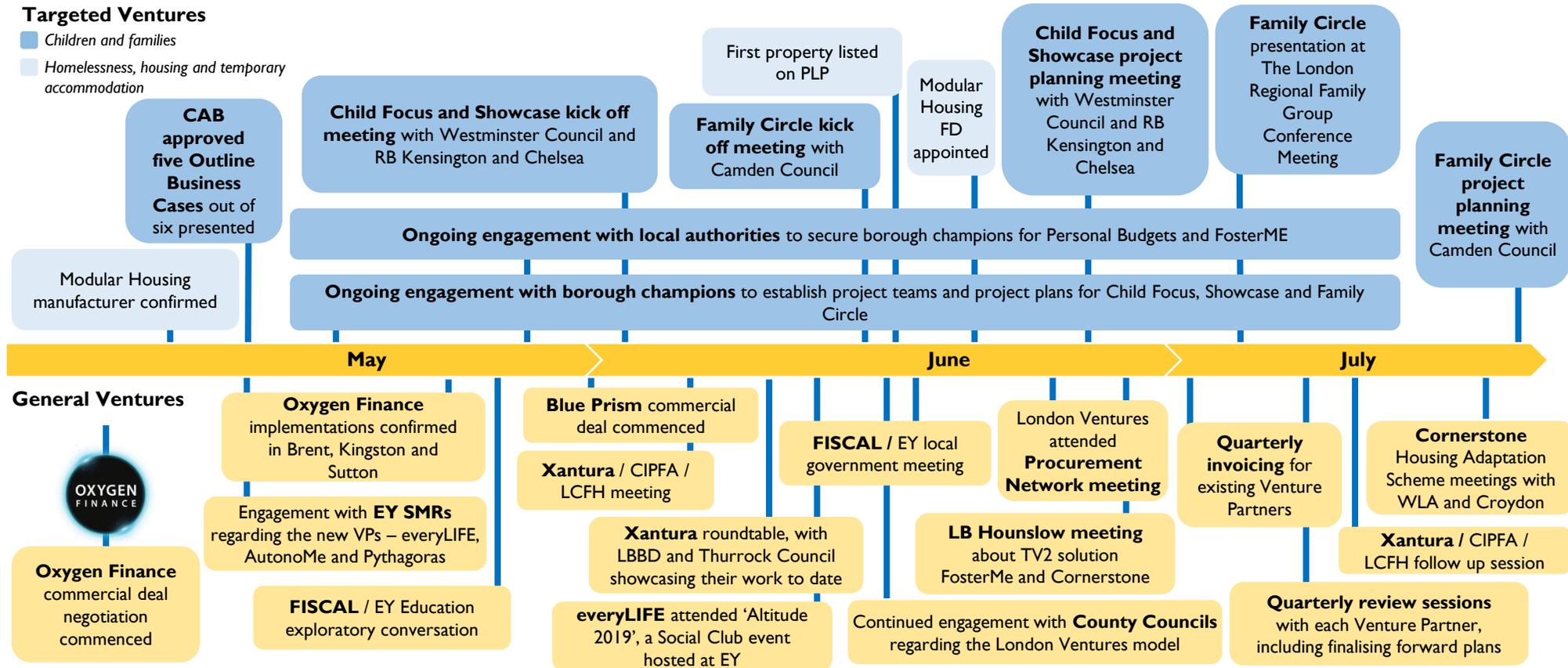
Progress on both targeted and general ventures

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



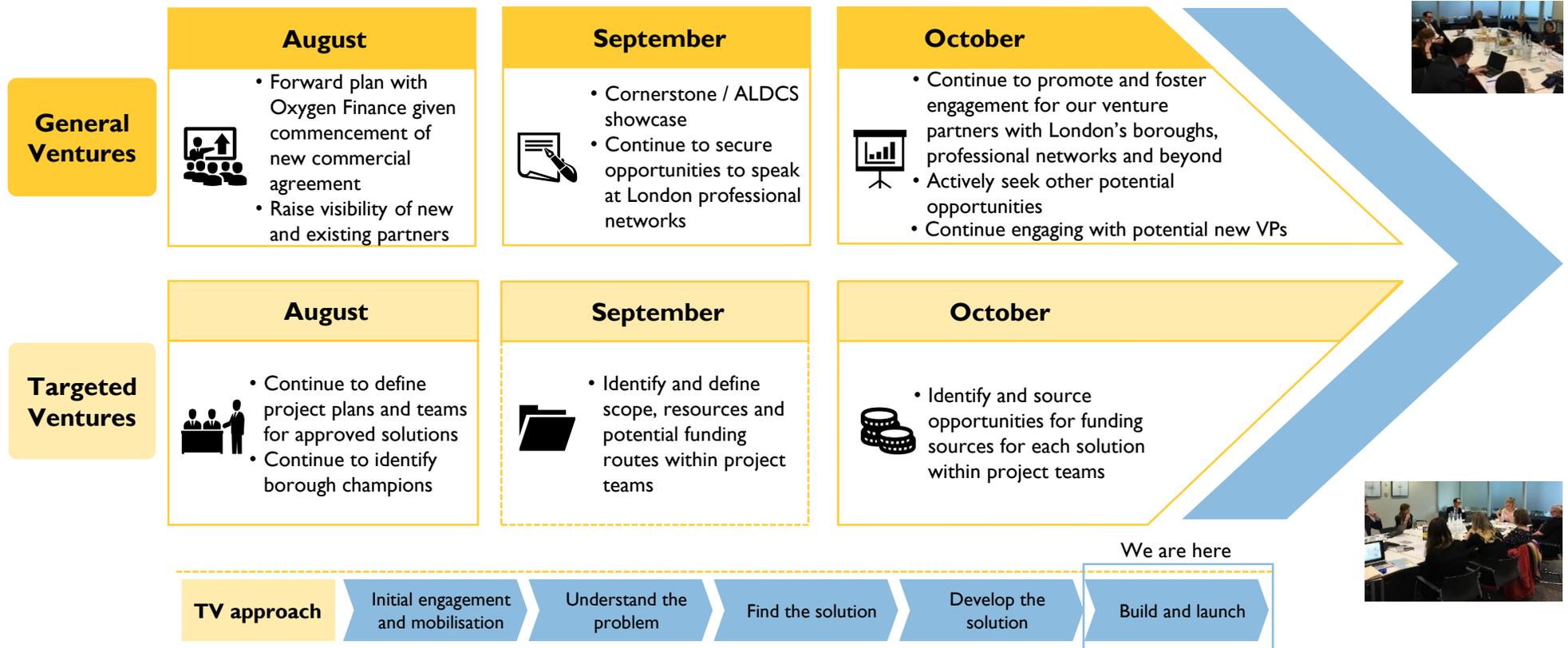
innovation through collaboration

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

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.

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.

Key Milestones

<p>Solution confirmation meeting 24 May 2019</p>	<p>Project kick off meeting 4 June 2019</p>	<p>Project planning meeting 27 June 2019</p>
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<p>Project kick off meeting 18 June 2019</p>	<p>London Regional FGCs Conference 3 July</p>	<p>Project planning meeting July 2019</p>
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Potential borough champion meetings held with:

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

Meetings in the pipeline:

- Hillingdon • Enfield • WLA • Bexley

