



# LONDON VENTURES

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*innovation through collaboration*

## Targeted Ventures: Progress Update

July 2018

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## London Ventures: who we are

### Innovation programme for London local government

London Ventures is an **innovation programme** focused on driving **sustainable change across London's local government**. It is governed and funded by the Capital Ambition Board (CAB) and delivered in partnership between London Councils, the umbrella body for the 33 local authorities in London, and EY, a leading professional services firm.

Our programme aims to support local authorities with solutions that address their key challenges in the context of changing and growing customer demands alongside reduced financial budgets.

**Our vision is to provide:**

**Opportunities for local authorities to access innovation and transformation that will improve their effectiveness and efficiency while ultimately supporting radical improvements in outcomes for London's citizens, communities and businesses.**

We achieve this by facilitating collaboration across sectors, including all 33 London local authorities, innovative companies, forward-thinking charities and social investors.



We are committed to delivering better outcomes for local authorities and Londoners through innovation



We have £100,000 seed funding to support and nurture initiatives that tackle our priority issue



We have strategic relationships with local authorities who can sponsor programmes of work and initiatives



We help support local authorities to get the best value offer with our partners



We have a trusted brand in the local authority market; London Ventures provides endorsement and access to the market

### Using innovation to tackle a key strategic issue

Since October 2016, the London Ventures programme has been focusing on the key issue of **temporary accommodation, housing and homelessness** – a priority for local authority leadership in London. We have now begun our second cycle addressing the challenges faced by **children and families**.

We have engaged widely with public, private and third sector organisations, built a recognised hub for innovative thinking with our trusted brand, and identified four transformative solutions to temporary accommodation, housing and homelessness that we are striving to make a reality.

Working with London local authorities, third sector organisations and a range of providers and developers, we are currently developing solutions to support local authorities in improving outcomes for those affected by homelessness. The four solutions, and our approach to making each a reality, are detailed in this document. Details regarding our second cycle are also included.

If you would like to find out more about our programme and our work to date, please:

- Check out our website: [www.londoncouncils.gov.uk/our-key-themes/london-ventures](http://www.londoncouncils.gov.uk/our-key-themes/london-ventures)
- Sign up to our newsletter: [www.londoncouncils.gov.uk/our-key-themes/london-ventures/news-and-events/london-ventures-impact-and-news](http://www.londoncouncils.gov.uk/our-key-themes/london-ventures/news-and-events/london-ventures-impact-and-news)
- Follow us on: Twitter [@LdnVentures](https://twitter.com/LdnVentures); LinkedIn <https://www.linkedin.com/showcase/10991714/>



# Targeted Ventures: our approach

## Tackling a key strategic issue

Our approach is designed to develop an understanding of the whole landscape of the challenge and to identify opportunities where the programme can provide additional support. The diagram below outlines the approach we take to developing innovative solutions to address social problems.

### 1. Understand the problem

We undertake extensive research to understand the key challenges facing local authorities and the experiences of those affected in London. From this initial research we define our problem areas to test with our challenge panel – a group of senior, cross-sector subject matter experts - with a view of developing a series of problem statements around where the programme can add value.

### 2. Find the solution: Long List

Through cross-sector engagement and a series of workshops and hacks, we aim to identify a long list of ideas that address the problem statements.

### 3. Develop the solution: Refine Concepts

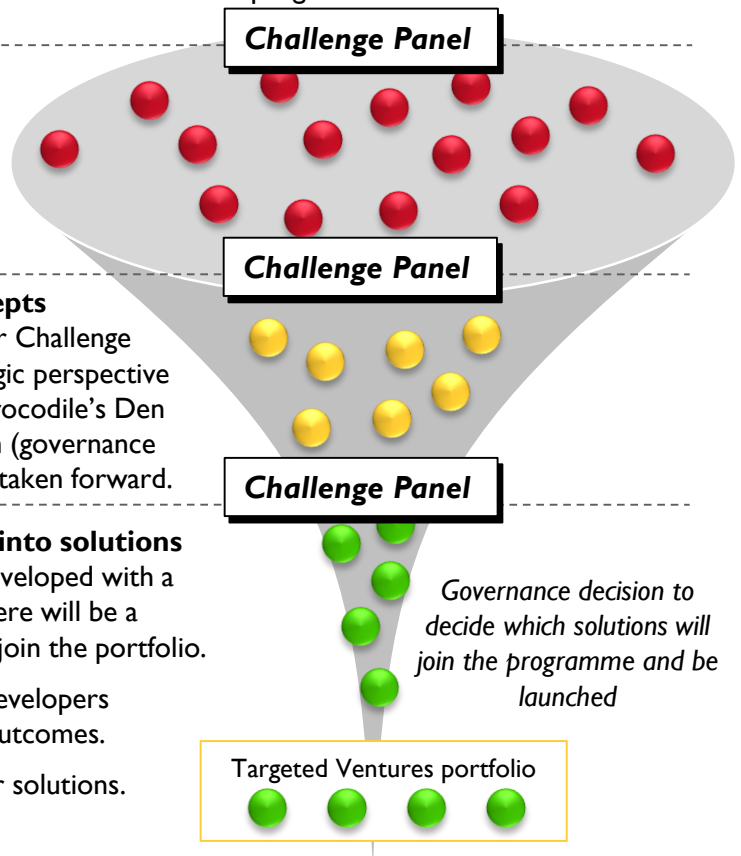
The long list of solutions is critiqued by our Challenge Panel, who provide feedback from a strategic perspective on the potential solutions. Through our Crocodile’s Den (subject matter experts) and Dragon’s Den (governance board), it is agreed which solutions will be taken forward.

### 4. Build and launch: develop shortlist into solutions

*Step one:* Concepts and solutions will be developed with a high level business plan following which, there will be a governance decision as to which solutions join the portfolio.

*Step two:* Chosen solutions are built with developers and local authorities to deliver improved outcomes.

We need your help to build and launch our solutions.



### We are looking for:



**DEVELOPERS** who can build and deliver one of our solutions



**LOCAL AUTHORITIES** interested in sponsoring the development and implementation of new ideas



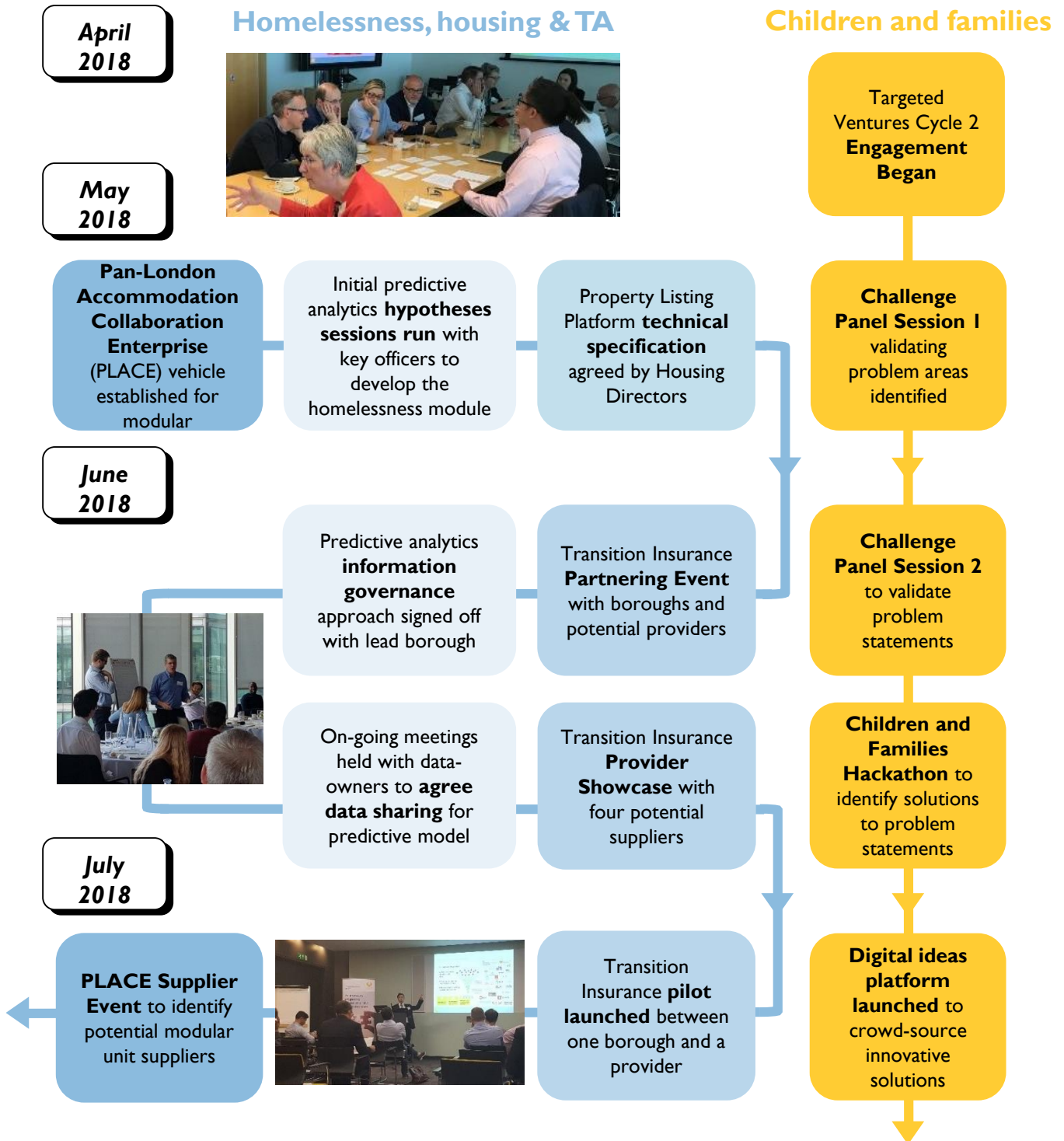
**INVESTORS** who want to support the incubation and development of new opportunities



# Targeted Ventures: progress summary

## Our journey so far

Alongside the development and launch of our four concepts tackling homelessness, housing and temporary accommodation (TA), we also launched our second cycle of targeted ventures in April 2018, with a focus on the key issues facing children and families in London.



# Targeted Ventures Cycle I: homelessness, housing & TA

## Build and launch

### 1. Early identification of those at risk of homelessness



**Uses predictive analytics to identify households most at risk of entering homelessness. Enables local authorities to target earlier intervention and prevention.**

**Problem we are trying to solve:** Lack of visibility on who is going to present as homeless.

**Aim:** Use data insights to enable a reduction in the number of people presenting as homeless.

**Key stakeholders:** We have been working closely with Southwark and Xantura, to ensure this concept becomes a reality.



#### Activity Update:

- Information Governance approach signed off with Southwark
- Meetings held with data owners from across the council to agree data sharing approach
- Co-design sessions with key professionals from the housing service to test assumptions and agree how the model should be developed

#### Next Steps:

- Use initial data sets to build the predictive model
- Integrate the platform with current processes
- Training for professionals in how to use the platform

### 2. Pan-London Accommodation Collaborative Enterprise (PLACE)



**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.**

**Problem we are trying to solve:** Lack of good quality local authority supply of temporary accommodation.

**Aim:** Establish a pan-London initiative to generate an additional unique supply of affordable temporary accommodation that can be used on multiple sites – creating portable modular homes.

#### Key stakeholders:

We have been working closely with Tower Hamlets, the GLA, London Councils, and Housing Directors to bring this concept to life.



#### Activity Update:

- Regular modular working groups are being run, bringing cross-sector representatives together
- Pan-London Accommodation Collaborative Enterprise (PLACE) was established
- Launch event held to identify potential modular suppliers

#### Next Steps:

- Funding agreement to be signed with GLA
- Procurement process for and appointment of suitable supplier
- Continue to work with London boroughs to identify and develop initial sites for the units to be placed on



# Targeted Ventures Cycle I: homelessness, housing & TA

## Build and launch

### 3. Insurance product to reduce the upfront costs of living in the private rented sector



**An insurance product to remove the need to fund multiple rental deposits whilst transitioning between properties. Enables individuals to remain in the private rented sector and reduces the likelihood of entering homelessness.**

**Problem we are trying to solve:** Those on lower income can often pay rent but not the upfront deposit, therefore a greater number of people are seeking housing support. Local authorities often write-off as bad debt cash deposits paid on behalf of clients.

**Aim:** Establish an insurance product to provide an alternative to lump sum deposits, keeping residents in the private rented sector and reducing the cost of upfront payments.

**Key stakeholders:** We have been working alongside Southwark, Waltham Forest, Crisis, and national landlord associations.



#### Activity Update:

- Call-to-market carried out and potential partner identified - Canopy
- 16 Local Authorities engaged
- Agreement to pilot with one borough

#### Next Steps:

- Undertake a three month pilot
- Review initial pilot and, if successful, agree how to scale-up across London boroughs

### 4. London-wide temporary accommodation platform



**Pan-London property listing platform (PLP) for local authority use, listing all properties available for temporary accommodation. Increases visibility of options available and enables placements to be made faster.**

**Problem we are trying to solve:** Limited local authority visibility of available temporary accommodation.

**Aim:** Develop a pan-London platform for local authorities to access and manage, detailing the full range of properties available for temporary accommodation placements.

**Key stakeholders:** We have been working with the Capital Letters Working Group.

Capital Letters  
Working Group

#### Activity Update:

- Technical specifications agreed by housing team representatives as part of the Capital Letters Working Group

#### Next Steps:

- Identification of London borough to lead procurement of PLP on behalf of the Capital Letters Working Group
- Procure supplier of platform





# Targeted Ventures Cycle 2: children and families

## Understanding the problem

The focus for our **second targeted ventures cycle** is **children and families**. Some of the key issues facing London are highlighted below:

### Highest rate of child poverty in the UK

700,000, or 37%, of all children in London are living in relative poverty after taking housing costs into account.

### Increase in children identified as SEND (Special Educational Needs and Disability)

Between 2016-17, the number of London pupils with Education, Health and Care Plans (EHCP's), grew by 4.2%, around three times the growth rate for the general pupil population<sup>2</sup>.



### London has a very transient population

Additional challenges are faced by local authorities with a population turnover of 17% in Central London Boroughs.

### Increase in Gang and Youth violence

There has been a significant increase in gang violence across the capital and in the first four months of 2018 alone, 50 people were murdered, the majority under 18.

### Significant overspend on budgets

In 2015/16, 73% of local authorities in London recorded an overspend on their Looked after Children (LAC) budget.

Based on our **extensive engagement** with local authorities, charities, policy leads, and the private sector, we have agreed a number of **'problem areas'** and **'cross-cutting themes'** to reflect the inter-related and complex nature of many of the issues facing children and families in London. From this, we have developed six **'problem statements'** on which to begin to identify innovative solutions.

Problem Area	Early Help	Looked After Children	Special Educational Needs and Disability	Gang and Youth Violence	Care Leavers
<b>Cross-cutting theme</b>					
<b>Community Mobilisation</b> <i>How can we utilise the strengths and skills within our community?</i>					
<b>Behavioural and Social Support</b> <i>How could wider quality of life support for vulnerable children reduce their dependency on LA support?</i>					
<b>Evidence and intelligent data use</b> <i>How do we ensure the significant data held in the public sector is used more effectively to inform the commissioning and service delivery?</i>					
<b>Collaboration across local authorities and agencies</b> <i>How should local authorities and agencies work together to improve outcomes?</i>					
<b>Family and parental support</b> <i>How will a more holistic approach to supporting vulnerable children drive better experience?</i>					

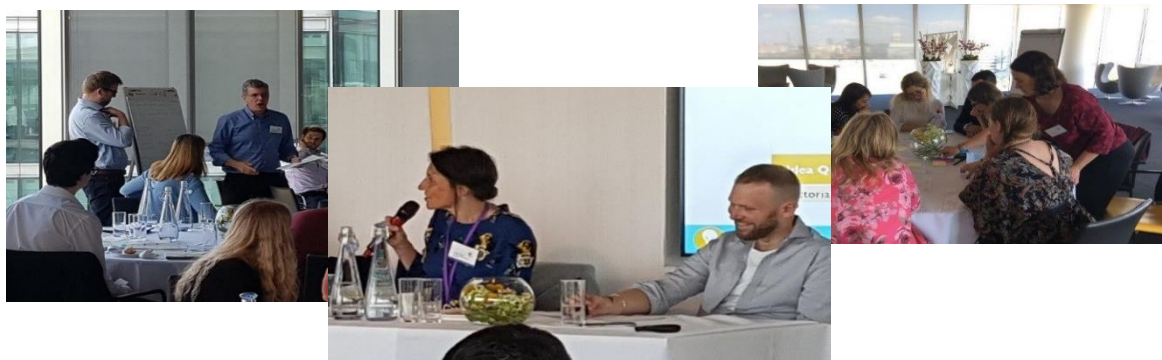




# Targeted Ventures Cycle 2: children and families

## Finding the solution

On Thursday 21<sup>st</sup> June 2018 we held our children and families hackathon, attended by **60 cross-sector participants**, including representatives from 13 London local authorities, central government, social enterprises, charities and innovators. Participants **ideated solutions** to some of the major challenges facing children and families in London, drawing on a **broad range of experiences and backgrounds**.



Below is a selection of some of the **ideas that were generated** by participants on the day:

### #BeTheOne

Team of volunteer 'Community Navigators' who are trained to: triage, sign-post, be a friendly face, share community knowledge and build trusted relationships



### Colour Tree App

Mobile app, co-designed with young people, to allow children to communicate their emotions in a safe way. Focus on:

- Developing mindfulness
- Providing access to support
- Allowing children to work more effectively with professionals

### Happy Nappies

Preventative solution to support families that are typically hard to reach by:

- Providing universal advice to parents with young children
- Funding targeted outreach work through community groups



### SITapp

Mobile app designed to reduce the number of in-appropriate referrals. The app would be used by teachers, police officers, health practitioners etc. Intelligent (AI) questions will guide users through the referral process. It will also include training modules and other support functions

### Virtual Circle

Secure and user-centric data capture tool designed to ensure the voice of the child is captured and respected. The single common assessment can be accessed by both professionals and the family leading to improved outcomes and trust

If you have an idea for an innovative solution, please get involved through our interactive idea generation platform: <https://londonventures.hunchbuzz.com/challenges>.



## Work with us: help turn our innovative solutions into reality

We are working across the public, private and third sectors to bring our four homelessness, housing and temporary accommodation concepts to life whilst seeking individuals and organisations interested in helping us develop our children and families solutions.

### How you can get involved

We would love for you to get involved with our programme. There are many ways to do so, depending on if you want to...



#### ... join the discussion and implement solutions

We are keen to ensure that all of our solutions directly work with and are complementary to existing services.

Get in touch with us if you are a:

- **Local authority** interested in implementing innovative ideas
- **Business** with the tools to develop one of our ideas
- **Organisation** that has suggestions for how we can maximise the impact of our solutions, ensuring they benefit residents in London



#### ... invest in exciting new solutions

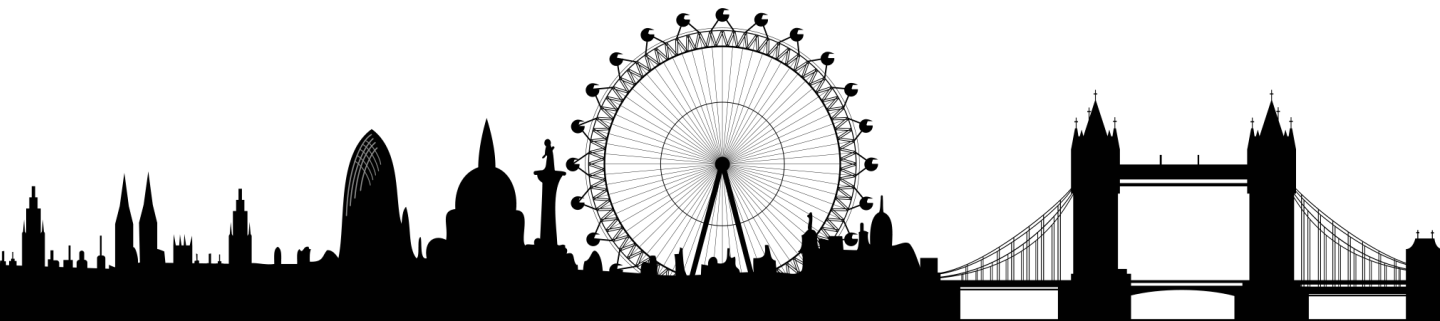
We are developing impactful, sustainable solutions that will be implementable across London. These ideas present a brilliant opportunity for investment, with new solutions that have backing from leaders across London, and that will be actively supported and encouraged for take up in local authorities.



#### ... keep in touch with our progress

If you are interested in the work we are doing or want to stay in touch with our progress in London and the achievements of our innovative partners, sign up to our newsletter [here](#) and check out our [website](#).

**Interested in any of the above?  
Get in contact with us [here!](#)**



## Contact us: how to find out more

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Please get in touch to find out more about our programme, our partners, and how we are innovating across the public sector.

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**Find out more**

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