



LONDON VENTURES

innovation through collaboration

Targeted Ventures: Progress Update

November 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 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 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 **homelessness, housing and temporary accommodation** – a priority for local authorities in London. We are now in 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 homelessness, housing and temporary accommodation 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
- Sign up to our newsletter: 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 key problems that London local government face.

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

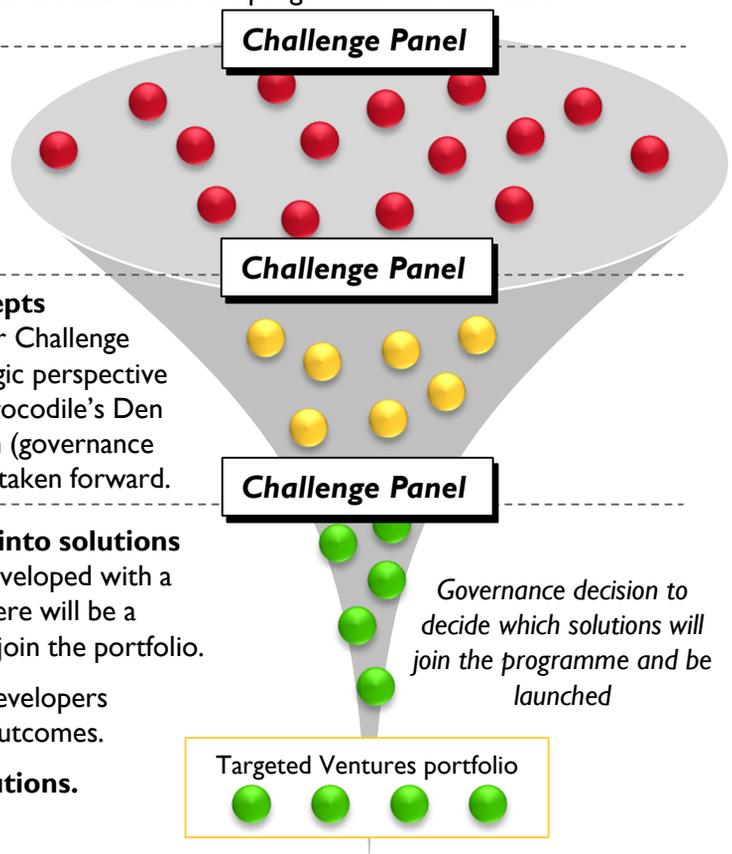
The long list of solutions is critiqued by our Challenge Panel, who provide feedback from a strategic perspective on the potential solutions. Through our Crocodile's Den (subject matter experts) and Dragon's Den (governance board), it is agreed which solutions will be taken forward.

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 launch our solutions.



We are looking for:



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



PROVIDERS who can build and deliver one of our solutions



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.

Key: Homelessness, housing & TA
Children and families

April/May 2018

Pan-London Accommodation Collaboration Enterprise (PLACE) vehicle established for modular

Targeted Ventures Cycle 2 Engagement Began

Initial predictive analytics hypotheses sessions run with key officers to develop the homelessness module



Property Listing Platform technical specification agreed by Housing Director representatives

Challenge Panel Session 1 hosted to validate problem areas identified



June 2018

Transition Insurance Provider Showcase with four potential suppliers



Predictive analytics information governance approach signed off with lead borough

Children and Families Hackathon to identify solutions to problem statements

Transition Insurance Partnering Event with boroughs and potential providers

Challenge Panel Session 2 to validate problem statements

July/August 2018

PLACE Supplier Event attended by c.80 individuals to identify potential modular unit suppliers

Digital ideas platform launched to crowd-source innovative solutions

Transition Insurance pilot launched with Southwark and delivery partner, Canopy



September 2018

Property Listing Platform IT steering group launched to procure the platform on behalf of Capital Letters

Challenge Panel 3 with senior stakeholders to develop the viability of our long list of solutions



October 2018

Predictive analytics homelessness module launched in Southwark

Children and Families Youth Hackathon with 30 young people and support from local authorities



Children and families solutions developed through sector engagement



Targeted Ventures Cycle I: homelessness, housing & TA

Build and launch

1. Early identification of those at risk of homelessness



Uses data and predictive analytics to identify households most at risk of entering homelessness. Enables local authorities to target earlier intervention and prevention as well as monitor the efficacy of the interventions made.

Problem we are trying to solve: Lack of visibility on who is going to present as homeless and how effective interventions are to support people as early as possible.

Aim: Use data insights to support individuals and families before they reach crisis point and facilitate a reduction in the number of people presenting at crisis point and requiring high cost, low quality temporary accommodation.

Key stakeholders:

We have been working closely with one London borough and Xantura to develop the homelessness capability.



Activity Update:

- Meetings held with data owners from across the council to agree data sharing approach
- Co-design sessions with housing professionals to test assumptions

Next Steps:

- Use initial data sets to build the predictive model
- Test model findings with professionals and integrate into housing solutions

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 supported work led by Tower Hamlets, London Councils, the GLA, and 17 London boroughs 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) established
- Launch event and procurement process taking place to identify suitable supplier

Next Steps:

- Briefing event with London boroughs
- Appointment of most suitable supplier following procurement process
- Continue to work with London boroughs to identify and develop pipeline of 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 eradicate the need to pay for cash deposits when placing tenants into the private rented sector. Reduces cost per tenancy and prevents homelessness occurring enabling more people to live in a home of their own

Problem we are trying to solve: Those on lower income can often pay rent but not the upfront deposit for private rented sector housing, 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, the National Landlord Associations and Canopy



Activity Update:

- Pilot with Southwark and Canopy led to several live tenancies
- Engaged with other boroughs to build support for joint bid to MHCLG

Next Steps:

- Move from pilot to implementation of the transition insurance
- Lead borough to submit bid to MHCLG to fund a national roll out

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: Local authorities have limited visibility of the range of temporary accommodation available to them in which to place people

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 specification agreed by housing team representatives as part of the Capital Letters Working Group
- Procurement of platform launched

Next Steps:

- Procure suitable supplier of platform
- Development and implementation of the property listing platform as a key enabler to the Capital Letters entity



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:



London has a very transient population

Additional challenges are faced by local authorities with a population turnover of 17% in Central London Boroughs, meaning it is challenging to appropriately monitor vulnerable children and families and co-ordinate intervention across borough lines.



Significant overspend on budgets

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



More children identified as SEND (Special Educational Needs & 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; hugely increasing demand on LA services.



Highest rate of child poverty and increasing gang and youth violence

700,000, or 37%, of all children in London are living in relative poverty. There has been a large increase in gang violence across the capital and in the first four months of 2018 alone, 50 people were murdered, the majority under 18, an increase of 44%.

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
Cross-cutting theme					
Community Mobilisation <i>How can we utilise the strengths and skills within our community?</i>	Community support e.g. assets, voluntary groups, interventions, is not always mobilised effectively to support children and families locally, which results in local authorities having to respond to a greater number of referrals at all threshold levels.				
Behavioural and Social Support <i>How could wider quality of life support for vulnerable children reduce their dependency on LA support?</i>	Vulnerable children are often lacking the required social skills such as the ability to communicate clearly and calmly, or demonstrating consideration for the feelings and interests of their peers, to enable them to live fully and independently.				
Evidence and intelligent data use <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>	Limited data sharing means local authorities and partners do not usually have a holistic view of the needs of children and their families to enable them to provide effective support. Less emphasis is placed on capturing data when children and families do not require statutory intervention, which in turn makes it difficult to determine what support is most likely to be effective.				
Collaboration across local authorities and agencies <i>How should local authorities and agencies work together to improve outcomes?</i>	Local authorities spend a significant amount of time triaging inappropriate new referrals, often from partner organisations who do not always understand the statutory intervention thresholds or are unable to signpost families to appropriate services directly.				
Family and parental support <i>How will a more holistic approach to supporting vulnerable children drive better experience?</i>	Vulnerable families are not being provided adequate support at an early stage, leading to increased internal and external pressures on that family, resulting in more acute and specialised support being required from the local authority.				



Targeted Ventures Cycle 2: children and families

Finding the solution

We have sourced and developed a long list of c.40 solutions from a variety of engagements and events with various partners. Some of these are highlighted below:

Hackathon

Our hackathon in June was attended by 60 cross-sector participants including representatives from 13 London local authorities, central government, social enterprises, charities and innovators. Attendees ideated solutions to major challenges facing children and families.



Challenge Panel

In September we hosted our third challenge panel with senior subject matter stakeholders, where they provided robust feedback and constructive critique to help us develop a more viable long list of solutions.



Youth Hackathon

We welcomed 30 young people to our youth hackathon in October, hosted by Spiral. The young people were helped on the day by local authority and local government representatives to develop solutions from their personal, unique perspectives.



Engagement and Research

We have engaged with a number of local authorities and other organisations involved in supporting vulnerable children and families, alongside research into each of our solutions, to understand their viability.

Below is a snapshot of some of the **ideas that were generated** by participants at our events:

Personal Budgets

Provide a personal budget linked to a mobile app to allow care leavers and young people with SEND to independently control their finances with ease, whilst providing local authorities with visibility of spend.

Pan-London Family Group Conferencing

Independent facilitators, some with specialisms such as gang crime, host Family Group Conferences that provide a neutral space for children and families to address their own challenges and concerns.

Virtual Circle

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

Next Steps:

- Challenge Panel (November and January) to further refine solutions portfolio
- Young people panel to test our refined list of solutions (January)
- Dragon's Den (January) to work with our governance board to agree which solutions should be supported by London Ventures
- Further engagement with local authorities, central government, social enterprises, charities and innovators in order to test our solutions and identify sponsors

If you would like to get involved in developing our solutions, please get in touch at:

londonventures@uk.ey.com



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, but we are still keen to engage with local authorities and organisations that would like to get involved. We are also seeking people and organisations keen to help us develop and find sponsors for 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

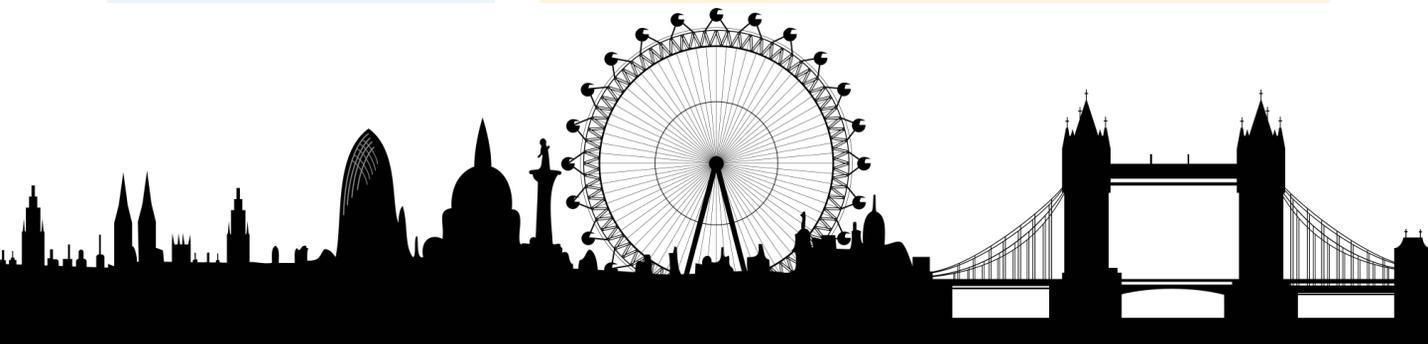
We are developing impactful, sustainable solutions that will be implementable across London. These ideas present a brilliant opportunity for investment, with new solutions that have backing from leaders across London, and that will be actively supported and encouraged for take up in local authorities.



... 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

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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