

Capital Ambition

Annual report 2013/14



November 2014

LONDON
COUNCILS



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1. Foreword

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Welcome to this, the sixth annual report of the Capital Ambition Programme. The 2013/14 year saw a major shift to the model of operation of how the board invests in innovation and efficiency on behalf of the London boroughs.

As councils continue to balance the pressure of rising demand and reducing budget the importance of efficiency, innovation and improvement has never been higher, Capital Ambition is in a great position to help boroughs face this challenge.

The new model, a partnership with EY, called London Ventures launched in February 2013. The aim is for London Ventures to be a self-financing system of support for boroughs, and therefore support for the long haul. Put simply, we are harnessing the energy and drive for cost savings, often utilised by the private sector to increase their profits, to improve services and increase efficiency in the public sector.

With the introduction of London Ventures we have stopped accepting bids to the Capital Ambition fund, however we have granted extensions and invited successful projects to do more – so we do still have some on-going projects included in this report.

The efficiency forecasts are impressive – with cashable savings and cost avoidance forecast to be more than £444 million by March 2016. For example the London Energy Project has recorded cashable savings and cost avoidance of over £40 million to date, with a further £60 million still to be realised: the legacy of the main Capital Ambition programme continues.

This year the board has focussed on supporting the London Ventures programme, helping boroughs to benefit from the innovative ideas and concepts emerging from the private and third sectors. We hope to embed the model and support further pipelines of innovative ideas and projects. We look forward to working with you all to ensure London local authorities rise to the challenges ahead.



Edward Lord, OBE JP
Chair of the Capital Ambition Board



2. Introduction



This is the sixth annual report of the work of Capital Ambition. The report is broken down into two main sections, the first looks in depth at the new London Ventures partnership with EY (Ernst & Young) and the second reports back on some of the final projects under the core grant funding programme.

Origins and role

Capital Ambition was established in 2008 as the regional improvement and efficiency partnership for London. Bringing together a number of successor organisations into one; Capital Ambition received grants of over £39 million to invest in London local government to help improve performance, realise greater efficiency and deliver innovation to improve the services delivered to Londoners.

In 2010 the government ceased future funding of the regional improvement and efficiency partnerships. London Councils' Leaders Committee decided to incorporate into core business key areas of the work of Capital Ambition. The work to support both the Self Improvement Board and the London Procurement Strategy Board and management of the local authorities' performance solution tool were also taken on by London Councils.

These have continued to date with the Self Improvement Board providing oversight of peer support and challenge arrangements that are bespoke to London's senior professionals. While the Procurement Strategy Board continues to develop and sponsor a procurement strategy and category management strategy for London local government – using London's significant purchasing power to deliver cashable savings.

The Capital Ambition Board, led by members, has continued to oversee the core programme. The grant funding element of the programme has retained its identity, and this report refers to that work and its legacy.

3. London Ventures



Last year's annual report introduced London Ventures, a partnership agreed with EY (Ernst & Young) in February 2013. The Capital Ambition Board has set an ambitious target of London Ventures becoming a financially self-sustaining model of operation, with Capital Ambition investment to set up the infrastructure and kick start the process.

Success requires an active pipeline of new, bold and innovative ideas from the private and third sectors being brokered by EY to help and support London local government in current and future challenges. It is easy to under-estimate the difficulty of making this a reality, but the fruits of success will bring together the sectors to meet the challenge of future service demand head-on.

So how does it work?

Reporting to the Capital Ambition Board, London Ventures works on a relatively simple cycle of brokerage activity, the simplicity enables relatively rapid turnaround from innovative concept to local implementation.

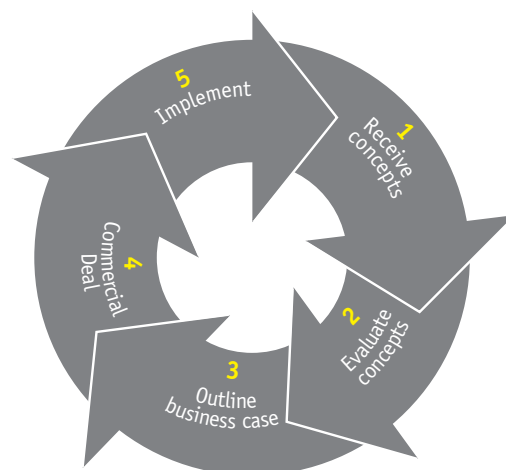
Capital Ambition Board members agreed that each concept should meet one or more of the following principles:

- have the potential to work in a number of boroughs;

- demonstrate investment in public services; and
- improve outcomes for Londoners.

Additionally, the commercial model should enable boroughs to save money, or avoid cost; and the majority of projects should provide revenue for Venture partners and for London Ventures.

The cycle diagram illustrates how this works and how the next generation of concepts can be worked up while another generation of Ventures can be in the implementation phase. The rapidity of the cycle will be dependent upon the take up and lead in times of each Venture.



The Capital Ambition Board is involved in the cycle at two distinct points. Firstly, the board receives high level pitches of a long list of Venture concepts, assessing these against the strategic fit and commercial attractiveness; the board decides which it would like to be developed to outline business case stage. The second point is when the board receives more detailed information of how the Ventures could benefit local government and how the Venture meets the commercial ambition of the partnership. If they are approved, they move into implementation phase.

The implementation phase begins with awareness raising and advocacy; this is primarily the role of London Councils. Recognising its unique position in London local government London Councils can assist with tactical decisions about how, and to whom, to communicate to ensure the right people in each borough are aware of the opportunity and can make informed decisions about participating.

With innovation comes risk, by their nature the Ventures are often ideas, products, or systems that are new to the sector and therefore have no sector-specific proven track record. This is not only their virtue, as their potential impact is greater, it is also the main barrier to implementation, and why the role of advocacy from the Capital Ambition Board members and advisors is so critical to success.

Live ventures

Over two cycles of concept generation the Capital Ambition Board has approved nine Ventures. Three of these required further developments, the others have been showcased to borough officers through a number of demonstration workshops and follow up meetings with interested boroughs. In all, 28 boroughs have taken part in the workshops and many Ventures are being chosen by boroughs to begin implementation. The data on current levels of implementation is at the end of October 2014.

Blue Prism Robotic Software

Automating manual or inefficient back office data processes through robotic software.

Automating back office functions with robotic software Robotic automation is best understood by thinking of a software robot sitting in an office system and using existing software packages just like a person would, but at a fraction of the cost.

They are 'trained' by the in-house staff, not by IT contractors, to handle repetitive tasks.

London Ventures is working with Blue Prism to use its robotic software to substantially improve process efficiency. The robotic software runs on a laptop, so it is cheap and easy to deploy. It can be used to re-engineer and automate back office processes, integrate systems across public services, and enable new ways of working, such as on mobile devices. All this means that staff costs absorbed by repetitive tasks can be redirected to where people need to work directly with customers.

Based on previous uses for this software, in organisations as varied as hospitals and banks, London Ventures expects councils to improve data sharing, management and processing and improve the experience of customers. Data can be collected and used more quickly, securely and accurately, entire processes can be automated and overheads can be cut.

This solution provides a way to integrate IT systems without building an expensive and complicated additional system to do it.

Eleven boroughs have shown an interest so far in Blue Prism and LB Croydon has agreed to become an exemplar site.

Xantura Children's Social Care Risk Analytics

Keeping children safer by using predictive analytics in social care risk management.

London Ventures is supporting a predictive risk model for local authorities to assist the targeting of early intervention for young children in danger of being harmed.

The system assembles data from key agencies to predict the likelihood of children under two being neglected or abused by the age of five. It includes an information sharing platform, a secure alert system which pushes escalated risk scores to social work teams, and tools to support the engagement of families as the risks begin to escalate. Critically, the system is used to support the professional judgment of social workers, not override it.

The partnership is with technology firm Xantura and is aimed at early intervention and safeguarding across London's local authorities. Capital Ambition

is supporting two pilot sites; LB Hackney and LB Tower Hamlets, who will benefit from being early adopters. They have agreed to share their experiences with other interested local authorities as they implement the venture.

Twelve further boroughs are considering working with Xantura on this venture.

Spacehive Crowd-Funding Civic Projects

Enabling civic projects by helping individuals and companies contribute to costs.

Nationally, annual spending on civic projects is estimated to have dropped from £3 billion to £600 million as government funding for councils has been cut. But the website Spacehive has succeeded in attracting new sources of investment. It is a platform which allows individuals and companies to pledge funds to support civic projects, such as a new park or playground.

It aims to unlock new sources of investment and creativity for regeneration projects while helping communities take the lead in improving their environment.

The crowdsourcing platform will be used to seek ideas from people or organisations for regeneration projects across London. Local communities use the site to promote their ideas while investors such as corporations — often as part of their corporate social responsibility work — pledge funds and offer support such as volunteers. Communities themselves are also able to pledge funds, and members of the public can pledge help. Hundreds of volunteers have got involved.

Spacehive has so far enabled 51 projects to be funded. This includes raising £142,000 towards 'The Line', a world-class sculpture walk in East London, £62,132 to build an exciting new playground for Hanover School in Islington, £10,925 to transform unused space in Tottenham into a new community food garden and kitchen, £5,453 to create the highly publicised water slide on Park Street in Bristol and £1,058 to create the first 'Cage Cricket' site in SW1, London.

Four boroughs and the Greater London Authority have their own 'hives' and many more are likely to follow.

Early Payment Programme Oxygen Finance

A cost neutral early payment programme which replaces existing 30-day payment arrangements with an incentivised fast-track programme.

The concept of Oxygen Finance in simple terms is an early payment system. Oxygen Finance works with local authorities and their suppliers to negotiate a percentage rebate on invoices in return for accelerated payment: this creates an income stream from existing spend, producing additional revenue to potentially offset cost pressures elsewhere in the organisation.

While early payment is not a new concept, and some boroughs already agree to early payment of SMEs, its use in business-to-business transactions is limited. Oxygen works with boroughs in three phases; to improve their purchase-to-pay process, to deliver best practice and improve compliance, so invoices can be approved more quickly without introducing risk, by better engaging with suppliers in order to maximise returns; and to provide the technology which calculates the rebate and reconciles the invoices.

This simple concept embeds best practice by incentivising the right behaviours while generating value for the partner organisation.

Three of these deals have already been signed as part of the ventures programme and on-going interest in the concept is extremely high.

Pitchwise

A cost effective means of increasing the utilisation of football pitches across the capital.

Pitchwise offers boroughs the chance to increase the utilisation of football pitches they provide as part of their leisure and sports offer. A centralised, one-stop website gives customers the ability to search and book a suitable football pitch irrespective of where they live, optimising time and money.

Value to local authorities includes no set up cost and a reduction in the administration effort for football pitch bookings which eventually increases utilisation of pitches and consequently the revenue per pitch.

Initial feedback from partners has indicated a desire to explore the potential of widening the programme to a broader range of public spaces and this is currently subject to review by the London Ventures team.

A number of boroughs are interested in this venture; however as local authorities have a range of pitches on offer, not just football, they are awaiting the outcome of the review.

Online Child Protection programme i-Technosoft Keeping the capital's children safe online.

i-Technosoft's online child protection programme is an award winning parental controls solution that filters out harmful content of the internet.

In the UK, issues of online grooming, pornography, cyber bullying, sexting, and harmful content on the web are becoming increasingly prominent. The software Net Nanny offered by i-Technosoft is a multi-platform, centralised platform for child monitoring across devices with additional online grooming protection via a Social add-on which monitors many social networks, for example Facebook, Tumblr, LinkedIn and Twitter.

This Capital Ambition-backed venture offers a discount to local authorities purchasing the Net Nanny system in their efforts to protect vulnerable children and adults and support the corporate parenting role of Local Authorities.

London Care Brokerage Service

A centralised care brokerage service, for the sourcing and provision of adult social care services.

The London Care Brokerage Service is in development and will involve establishing a new organisation to provide councils across London with a centralised service for sourcing adult social care. A website and call centre will provide both local authorities and self-funding service users with high quality, independent advice about the care options available from Care Quality Commission approved providers, including reviews of the services by users.

The project supports service users through more personalised care, offering greater choice and control, and service providers by helping them adapt their businesses to meet the demands for services coming through the brokerage company.

The user groups who will be supported initially include older people, older people with dementia, mental health service users, people with physical disabilities and people with learning disabilities.

Capital Ambition Board continues to receive reports on this venture as the concept is developed further.

London Fraud Prevention Hub

Drawing together fraud detection and prevention intelligence across London local authorities.

The London Fraud Prevention Hub is a concept in development and will be a pan-London data analytics intelligence and information hub. Its purpose is to ensure local government is making maximum use of its own records to fight fraud such as procurement deception, council tax evasion and illegal council housing tenancy sub-lets. The hub will match data with records held throughout the capital to achieve two key objectives: prevent fraud and identify losses for investigation and recovery.

This venture is being led by LB Ealing and involves collaboration across London councils and with other associate agencies: credit reference agencies, the National Crime Agency and the Chartered Institute of Public Finance Accountants.

The amount of money boroughs and communities stand to gain from fraud recovery and prevention is considerable. A data matching pilot carried out by LB Ealing increased annual council tax revenue by £1 million.

LB Ealing has put in a bid to Department for Communities and Local Government's Fraud Prevention Fund, this has been supported by Capital Ambition, when the outcome of that bid is known Capital Ambition Board can consider its fit with London Ventures.

Business Angels

Testing the feasibility of a co-fund to support emerging London businesses.

The economic and social importance of SMEs to London is well recognised. According to figures published by the City of London, there are 800,000 SMEs in London generating a total yearly business turnover of £430 billion. Despite recent growth, a survey by the Federation of Small Businesses

published in September 2012 found that small firms have difficulty raising capital.

The proposed venture is to create a London Ventures Business Angel Co-Fund targeting early stage and emerging local London businesses seeking to access between £200,000 and £2 million of equity finance (and possibly other types of investment e.g., mezzanine finance). The funds will be focused on geographical clusters of London boroughs and have specific investment criteria. There will be a representative Investment Committee and secretariat/operator. Local networks of investors will be encouraged to develop and invest and boroughs will use their links and contacts to help market the opportunity and identify local businesses that meet the investment eligibility criteria.

This is a concept in development, potentially delivering the opportunity for Capital Ambition and council investors to share in the wealth creation and recycle the funding back into London communities.

Progress

The positive progress made so far in the London Ventures programme has been down to the joint commitment to the partnership between London Councils and EY with endorsement from the Capital Ambition Board. This partnership remains critical to the future sustainability of the programme.

It must be remembered that the London Ventures programme is a new and highly innovative model of providing improvement and efficiency support to the public sector. This unique partnership has put London Councils at the centre of a sustainable programme to establish the next generation of public service reform in the capital.

Since its inception, the London Ventures programme has achieved significant success. EY have held discussions with over 100 potential private and third sector partners. To date, more than 30 concepts have been presented to the Capital Ambition Board, and a further 12 are in the pipeline. Of these concepts, nine have successfully made the transition into ventures, as described earlier.

At the same time, EY and London Councils have worked to increase awareness and engagement with senior officers and members in London local authorities. This has resulted in discussions having been held at different levels with 31 out of the 33 local authorities across London.

This activity is increasing awareness and interest which in turn has resulted in successful adoption of the ventures in delivery:

- seven local authorities have moved to contracting arrangements with venture partners
- two bids for external funding to implement individual ventures have been developed
- across all ventures, 9 local authorities are in advanced stage commercial negotiations
- three pilot sites have been agreed; testing 2 of the ventures.

There is a healthy pipeline and a good indication of the broad appeal of the programme. With continual funding reductions and further savings to be made, the Ventures programme offers the opportunity to innovate by providing tangible solutions to the capital's most pressing public sector problems.



It has wide reaching potential to bring increased efficiency, innovation and change for the public service market so that the lives of more citizens can be enhanced.

However, there are also a number of challenges associated with doing things differently; an increased level of business risk in changing the way to operate and a lack of tangible evidence of success for the 'first mover' in a market. In terms of the critical path to delivering a self-funded and sustainable programme, it becomes increasingly important that local authorities are supported to adopt these ventures and become the pathfinders for innovation. The Capital Ambition Board has therefore decided to support a small number of pilot sites to develop the sector specific proof of concept, and provide intelligence and learning that reduces the risk for other authorities.

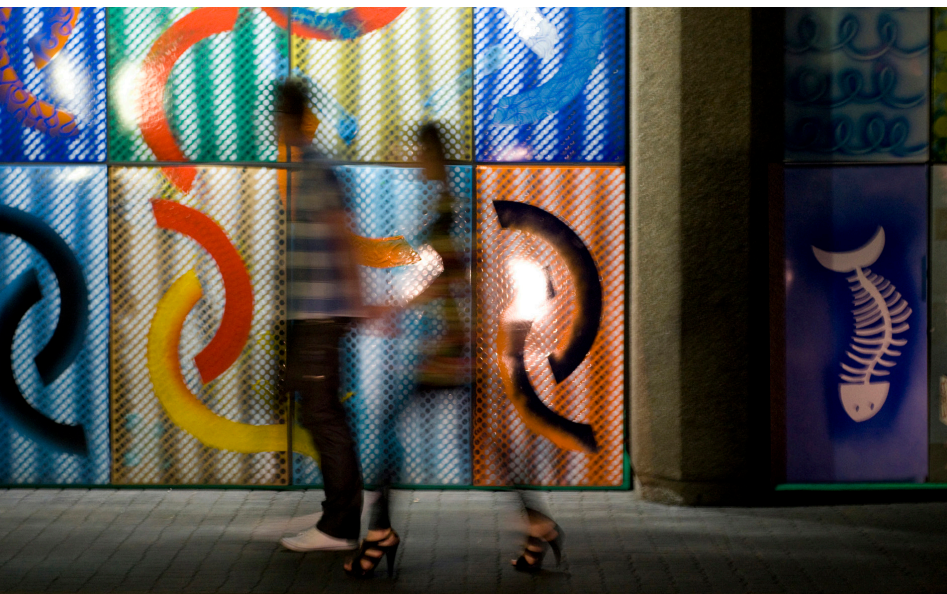
Building on the legacy of Capital Ambition and the early success of London Ventures the programme continues to draw on the best of political leadership, create further excitement in the economy, and harness investment and appetite from the private sector. The initiative is also not just gaining a profile within London but the city is paving the way for innovative models elsewhere in the country. There has been interest from Leeds, Bristol and the West Midlands in the potential of the programme. Progress to date has been strong but the ambition is great and success will require a determined focus on maximising the right opportunities to best effect.

“Innovation is the only sustainable solution to the critical challenges of funding and population change. Capital Ambition has a strong track record of bringing London local government together to trial and then exploit new ideas. And now, through the London Ventures programme, is combining the talent of local government with that of the private sector to accelerate the scope and pace of innovation in London.”

Martin Smith, Chief Executive of the London Borough of Ealing (2014)



4. Final report of the core Capital Ambition programme



Of the £39 million grant funding received, over £34 million has been awarded and invested in projects with all of London's boroughs benefitting. Current tracking of the benefits that have been realised shows over £87 million of cashable savings and cost avoidance has been achieved this is a return on investment of 2.6:1 – with a further £356 million forecast to the end of March 2016, this will bring the programme return on investment to an outstanding 13:1.

The Capital Ambition Board agreed in March 2014 to cease the active monitoring of benefits realised so this figure represents the overall programme return on investment.

The programme originally began by introducing a number of themes, recognising the main challenges of the day, these were:

- Connected London – helping boroughs achieve the maximum impact from the digitisation of services, processes and communication;
- Delivering together – helping boroughs to realise savings through joint working, sharing services and joint procurement;
- Developing capability – increasing the skills, capability and capacity of the local government workforce; and
- Raising the bar – improving performance and services.

There are of course overlaps, Programme Athena being a great example: bringing boroughs together to jointly procure their back office IT systems, facilitating joint working and ultimately improving boroughs performance.

For the purposes of the final project list at Appendix 3 the projects have been categorised as: Enabling projects; typically research, consultancy and capacity building projects and Efficiency projects; those that were likely to derive cashable savings or cost avoidance for participating boroughs.

As Appendix 3 shows, with the exception of the City of London, all boroughs acted as a lead organisation for at least one project, with other members of the public sector family also taking the lead on some projects. For example, the Museums, Libraries and Archives Council lead on the Cultural Improvement Programme for London's libraries. All London's local authorities benefitted from the programme and each Borough, other than the City, participated in at least ten projects.

Of the 284 individual projects that submitted an application for grant 220 have been supported, a further 35 were offered a grant but for a variety of reasons did not take up the offer and just 29 were not offered a grant award from Capital Ambition.

Just three projects remain active. These are the West London Alliance's Property and Asset Build Initiative, which is set to close in March 2015; London Ventures' Spacehive website, where Capital Ambition invested £4,800 to create its own London 'Hive', and finally the London Ventures programme itself. While the initial funding of this programme has completed it is envisaged that Capital Ambition may wish to invest some of the remaining fund to create centres of good practice and pilot sites.

As the forecasted cashable savings and cost avoidance illustrates, the benefit of the Capital Ambition programme goes well beyond the grant funding period. It is important to note that many of the projects have been mainstreamed into Council services, providing a lasting legacy for London.

Case studies

Active management of the portfolio of projects has enabled lessons to be learned and benefits to be monitored, and over the last couple of years our annual reports have showcased some of the high profile projects.

As the core programme has come to a natural end with projects having drawn down their funding and completed their evaluation reports, on-going benefits monitoring has now ceased: allowing the Capital Ambition team to focus on making London Ventures a successful model to provide sustainable support for local authority innovation.

A small selection of the projects that closed over the last year is described below, highlighting the range of achievements and breadth of project scope. These include helping children's services to be more efficient; implementing IT solutions that facilitate more effective sharing of services across boroughs;

and, improving in-house capability to drive transformation programmes in London's boroughs, a skill that will undoubtedly be in high demand over the coming years as further public sector reform takes place.

The scope and scale of projects funded by Capital Ambition is very impressive and varied. Some projects have brought together large numbers of boroughs to learn new skills, a great example of this is the Service Transformation Academy (STA), while others have created efficiencies through moving face to face or paper based transactions online, as with the Council Tax and Parking Permit self-service portal.

We hope the following case studies give a flavour of what has been achieved by projects that have closed over the past year and demonstrates the importance of supporting boroughs to try new and different ways of delivering services.

Service Transformation Academy, phase two

This is a great example of an enabling project. On completion of phase one, Capital Ambition invested the original project underspend in a phase two project. Building on the success of phase one in creating a network of strategic leads for transformation in the boroughs phase two utilised the underspend of £98,000 to develop in house capability to deliver rapid improvement events – a technique for changing service design through prototyping.

This was in recognition that as budgets are constrained developing in-house capability and a community of experts across London's boroughs will add value and generate the momentum for on-going organisational change.

Over the six months to February 2013 five rapid improvement events (RIEs) were undertaken with the pilot authorities. The project was designed to utilise the 'see, learn, do' principle, with the trainers imparting knowledge sufficient to enable participants to replicate the approach locally.

The project was not designed to achieve savings, but to empower and upskill individuals which would have the potential to save on the need to use consultants in the future. Additionally, the STA produced an evaluation report and spoke to a number of groups, passing on knowledge and lessons learnt.



LoGo cloud

The LoGo cloud project was designed to utilise cloud technology to improve the efficiency of current joint working and shared service arrangements and provide more resilient disaster recovery arrangements for the five boroughs involved in the project.

Simple measures such as the ability to share calendars significantly reduces administration time on shared services. At the start of this project between the five participating boroughs there were five different shared service arrangements and another in the planning phase. These included:

- Merton and Sutton shared Human Resources service;
- Merton and Richmond shared Legal service;
- Sutton and Kingston shared IT service;
- Kingston and Richmond shared Human Resources service;
- Kingston and Richmond shared Internal Audit service; and the plans for a Shared Children's service between Richmond and Kingston.

However the majority of the costs that will be avoided comes from developing reciprocal hosting arrangements for disaster recovery, making effective use of collaboration and cooperation.

A number of issues were overcome during the implementation of this project, not least trying to implement a wide area network IT infrastructure just prior to the Olympic Games in London – which meant the chosen supplier faced significant capacity and manpower problems, causing delays to the project.

The project was a capital grant of £465,000. With cost avoidance of £329,000 reported at the close of the project, and a further £825,000 to be realised by March 2016 as implementation completes.

Children's services market management programme

The West London Alliance (WLA); including nine London boroughs: Barnet, Brent, Ealing, Hammersmith and Fulham, Harrow, Hillingdon, Hounslow, Royal Borough of Kensington and Chelsea, and Westminster; worked together to create a sub-regional market management programme for children's services.

In 2009 the WLA had set up an efficiencies unit for adult social care, so not only were they aware of the potential savings that collaboration could bring, but also had learned lessons on developing the right infrastructure and understanding the skills that would be needed to make a children's services market management programme a success.

In addition to the £224,000 of Capital Ambition revenue funding they invested large amounts of their own time and resources, the local authority financial contribution amounted to almost £1.2 million.

This level of investment is significant; however the boroughs were all predicting increasing numbers of children with special educational needs and looked after children so the investment was essential to deliver an improved and efficient service.

The savings will take until 2016 to be fully realised, but predictions show that the project will deliver cashable savings in the region of £1.4 million, and cost avoidance of £2.7 million.

This project links and makes use of the Care Funding Calculator led by the London Borough of Merton – helping boroughs to understand the cost and value of their care funding placements.

Council tax and parking permit self-service portal

The main aim of this project was to reduce the cost of processing council tax and parking permits through creating a secure portal where customers could register, and make changes to their circumstance – without the need for officer intervention.

Recognising that not all customers would be able to use the service the three boroughs involved set a target rate of 50%, and even so they predicted savings of approximately £600,000 each per year. The three boroughs involved were Bexley, Hammersmith and Fulham, and Wandsworth, the initial plan was to jointly procure one solution, but as the project evolved it became clear that one solution that could work with multiple systems would require a level of investment above that granted. Instead the £500k Capital Ambition investment was used for bespoke local solutions, still capable of returning significant financial rewards.

The project highlighted the complexity of delivering ICT projects that are capable of working across different IT environments. The initial ambition to create a single portal, with a framework contract for other boroughs to use in the future proved difficult, but at the close of Capital Ambition investment Bexley and Hammersmith and Fulham have implemented systems that have been able to cover more service areas than the two originally identified, with Bexley noting 95% of parking permits are now completed online, and Hammersmith and Fulham have achieved over 90% of properties registering their details online for Council Tax payments.

With many more savings to be achieved already £465,000 has been saved by Bexley and Hammersmith and Fulham. Wandsworth's implementation was delayed so their savings will be realised later.



Appendix 1

Capital Ambition Board membership

Board members are elected annually at the London Councils AGM in July. Those elected as representatives in July 2013 were:

Edward Lord OBE JP – Chair of the Capital Ambition Board and elected member of the City of London

Cllr. Stephen Alambritis – Deputy Chair and Leader of the London Borough of Merton

Cllr. Ruth Cadbury – Cabinet Member for Regeneration and Planning in the London Borough of Hounslow

Cllr. David Simmonds – Deputy Leader of the London Borough of Hillingdon

Cllr. Michael White – Leader of the London Borough of Havering

Following the Local Government Elections in May 2014 Edward Lord, Cllr Stephen Alambritis and Cllr David Simmonds were re-nominated to the Capital Ambition Board, and the following Councillors were nominated to replace Cllr Ruth Cadbury and Cllr Michael White:

Cllr. Jas Athwal – Leader of the London Borough of Redbridge

Cllr. Nicholas Paget-Brown – Leader of the Royal Borough of Kensington and Chelsea

The current deputy members of the Capital Ambition Board are:

Cllr. Paul McGlone – London Borough of Lambeth

Cllr. Theo Blackwell – London Borough of Camden

Cllr. Ravi Govindia – London Borough of Wandsworth

The Capital Ambition Board benefits from the support it receives from advisors who represent key stakeholders, for 2013/14 they were:

Representing the Chief Executives' London Committee:

Martin Smith – London Borough of Ealing

Rob Leak – London Borough of Enfield

Mike More – City of Westminster

Nathan Elvery – London Borough of Croydon replaced Mike More on his retirement from the City of Westminster in January 2014.

Representing the Society of London Treasurers:

Jane West – London Borough of Hammersmith and Fulham

Chair of London Procurement Strategy Board:

Mike O'Donnell – London Borough of Camden

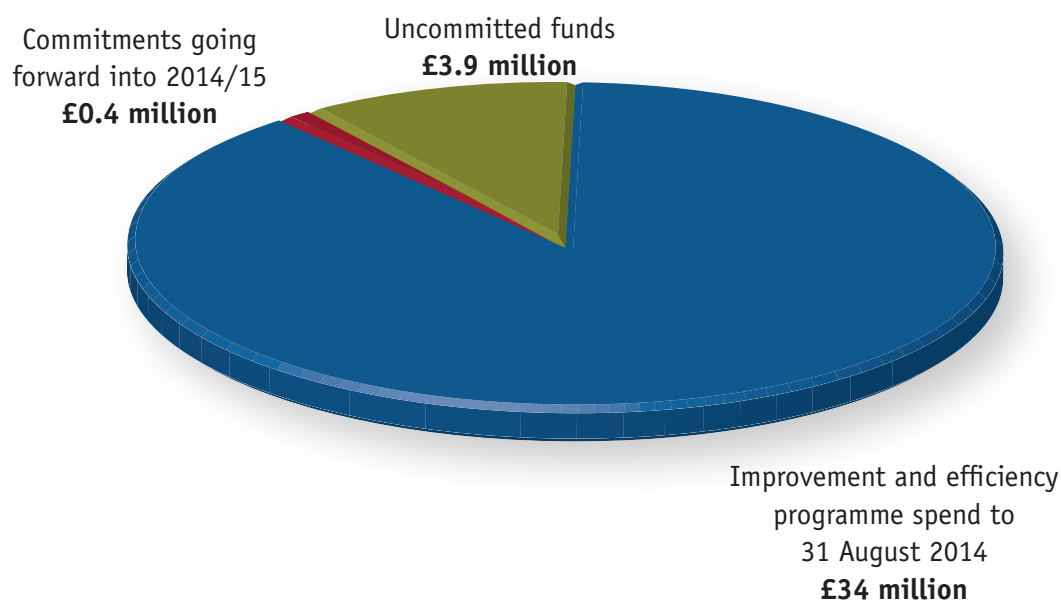
Representing London Fire and Emergency Planning Authority:

Rita Dexter OBE – Deputy Fire Commissioner, London Fire Brigade

Representing the Local Government Association:

Rachel Litherland – Principal Advisor, London region

Appendix 2: Financial statement at end of August 2014



This chart demonstrates that 89 per cent, almost £34 million, of the original CLG fund has been spent. Reflecting the earlier section of the report the commitments on the fund are now very low as only a small number of projects are still live and have funds to draw down.

The uncommitted fund stands at £3.9 million.

Over the life of the programme Capital Ambition has realised a return on investment of 2.6:1, and the forecast cashable savings and cost avoidance to the end of the 2015/16 financial year show this is set to increase to an outstanding rate of return of 13:1.

Appendix 3

Capital Ambition programme efficiency projects (generating savings and cost avoidance)

Project Name	Lead organisation	Total grant (£)	Cashable (£) savings realised (to 31/08/14)	Cost avoidance realised (£) (to 31/08/14)	Efficiencies realised (£) (to 31/08/14)	Cashable savings forecast (£) (to 31/03/16)	Cost avoidance forecast (£) (to 31/03/16)	Efficiencies forecast (£) (to 31/03/16)
London Energy Project	Haringey	779,341	28,825,000	14,600,000	43,425,000	87,355,579	14,600,000	101,955,579
Postal Services	Talis Management	107,754	1,200,000	-	1,200,000	6,000,000	-	6,000,000
Commercial Vehicles Study	Bexley	155,089	-	-	-	3,700,000	1,000,000	4,700,000
London Study Outcomes								
Transforming Highways	TfL	327,090	-	365,000	365,000	51,549,000	-	51,549,000
London Public Service Network	London Councils	387,553	183,333	60,000	243,333	550,000	180,000	730,000
National Care Funding Calculator	Merton	147,543	10,642,190	-	10,642,190	10,642,190	-	10,642,190
Customer Contacts	London Councils	250,428	80,697	-	80,697	484,182	-	484,182
London Boroughs Legal Alliance for Shared Services Professional Service	Hammersmith & Fulham	227,845	-	-	-	3,654,726	-	3,654,726
East London Shared Solutions	Barking & Dagenham	338,008	1,600,000	1,200,000	2,800,000	20,500,000	7,700,000	28,200,000
Transforming Community Equipment Services in London	Joint Improvement Partnership	1,928,000	1,300,000	-	1,300,000	28,000,000	-	28,000,000
LoveCleanStreets	Lewisham	86,376	-	300,000	300,000	-	300,000	300,000
Programme Athena (formerly Pan London Finance IT Solutions)	Croydon	903,026	-	-	-	43,000,000	-	43,000,000
North London Strategic Alliance Cashable Savings Project	North London Strategic Alliance	160,000	1,200,000	-	1,200,000	3,500,000	4,500,000	8,000,000
LoGo Cloud Project	Merton	465,646	-	329,500	329,500	-	824,500	824,503
Mainstream Assistive Technology	Joint Improvement Partnership	378,499	1,334,000	11,179,000	12,513,000	51,104,000	11,179,000	62,283,000
Cultural Improvement Programme London Library Change Programme	MLA	424,000	1,295,235	-	1,295,235	5,250,000	-	5,250,000
E-Auctions - ICT	Enfield	210,850	10,500,000	-	10,500,000	17,700,000	-	17,700,000
WLA: Adult Social Care Efficiencies Programme - Shared MIS	Hammersmith & Fulham	372,347	-	-	-	316,000	764,000	1,080,000

Project Name	Lead organisation	Total grant (£)	Cashable (£) savings realised (to 31/08/14)	Cost avoidance realised (£) (to 31/08/14)	Efficiencies realised (£) (to 31/08/14)	Cashable savings forecast (£) (to 31/03/16)	Cost avoidance forecast (£) (to 31/03/16)	Efficiencies forecast (£) (to 31/03/16)
WLA - Property and Asset Build Initiative	West London Alliance	716,688	420,000	-	420,000	7,250,604	3,918,000	11,168,604
WLA - Children's Services Market Management Programme	Ealing	223,533	-	-	-	1,461,000	2,713,000	4,174,000
Delivering Complex Community Equipment Services in London	Joint Improvement Partnership	197,984	750,000	-	750,000	7,200,000	-	7,200,000
The Joint Service – Shared Processing Centre	Lambeth	499,999	-	-	-	12,138,000	-	12,138,000
Preferred Partner Shared Services	Waltham Forest	270,461	140,000	-	140,000	8,541,852	-	8,541,852
Self-service Council Tax and Parking Permit	Bexley	500,000	222,000	-	222,000	3,258,000	-	3,258,000
Tri-Borough Managed Corporate Services	Westminster	500,000	-	-	-	11,507,375	-	11,507,375
WLA Transport Efficiencies	Brent	305,430	130,000	-	130,000	11,000,000	-	11,000,000
Tri-Borough Care Proceedings Pilot	Hammersmith & Fulham	150,000	-	-	-	1,146,150	-	1,146,150
London Ventures	Ernst & Young LLP	373,750	-	-	-	-	-	-
Total Capital Ambition Efficiency projects		11,387,240	59,822,455	28,033,500	87,855,955	396,808,661	47,678,500	444,487,161

Capital Ambition programme enabling projects

Project Name	Lead organisation	Total grant (£)
Avalon: Joint Approved List Project	Hammersmith & Fulham	19,550
Avalon: Supporting People	Hammersmith & Fulham	21,312
Consultancy EKE (Phase 1)	Lambeth	228,771
Sustainable Procurement	Camden	209,238
Procurement Training and Skills Development	MPA	178,890
Partnerships in Parking	Westminster	684,498
Contract Standing Orders and Financial Regulations	Hammersmith & Fulham	20,000
Development of an Insurance Mutual	Croydon	283,787
Pension Administration	London Councils	53,842
Common Standard of Procurement in Adult Social Care	Hammersmith & Fulham	24,925
Efficiency in the Procurement of Temporary Social Housing in North London	Westminster	9,563
Postgraduate Qualification in Commissioning and Purchasing for Primary Health, Social Care and Housing in London	London Councils	67,000
Development of Social Care Procurement Information Services	London Councils	24,751
Provide a Local Authority Foster Care Agency for London	Brent	72,975
Delivering Efficiency Savings through more Effective Procurement of Agency, Temporary and Interim staff	Havering	363,957
SME/BME/Economic Regeneration	Haringey	101,734
London Contracts and Supplies Group Strategic Review	Camden	12,025
Exploring the Development of Temporary to Permanent Housing Schemes in the North and West London Sub-Regions	Hammersmith & Fulham	200,000
Efficiency Review Environmental Services in London	London Councils	41,750
A Status Review of Contract Relationship Management and Recommendations for Improvement	LFEP	167,421
Market Management in Learning Disabilities Services	Merton	102,442
Revenues and Benefits (Joint Working Procurement and Feasibility Study)	Havering	29,921
Realising Efficiency through Shared Services Programme	West London Alliance	128,232
Strategic Supplier Initiative	LFEP	622,753
Whole Life Cost and Value Decision Making	Islington	10,000
Partnerships in CCTV	Lambeth	44,269
London Public Services Network	London Councils	150,000
Shared Recruitment Services	Sutton	16,441
Pan London use of ROI model	Brent	30,000
Developing an Office Accommodation Strategy	Hammersmith & Fulham	46,002

Project Name	Lead organisation	Total grant (£)
Dev. of Partnering Arrangements and Supporting People Providers	Kensington & Chelsea	5,952
London Commissioning and Procurement Board - Adult Services	London Councils	49,700
Asphalt Project	Lambeth	28,024
Business Case for an Enforcement and Regulatory Framework	Waltham Forest	19,368
Joint Efficiency Team - South London	Richmond	6,975
Sustainable Procurement - joining the gaps	GLA	35,000
Development of Shared Services for South London	Kingston	132,000
Online Expenditure Analysis	London Councils	224,161
Contract Register Service - London Wide Enablement	London Councils	211,635
Proclass Authority Mapping	London Councils	147,455
MiE Tool Training and Licence	London Councils	21,456
Street Cleaning Challenge	London Councils	88,607
Category Management - Catering and Food Supplies	London Councils	1,700
London Procurement Training Programme (training renewal project)	Tower Hamlets	25,000
LB Waltham Forest - Member Development	Waltham Forest	311,040
LB Havering - Member Development	Havering	224,375
LB Barking & Dagenham - Member Development	Barking & Dagenham	250,000
LB Harrow - Care Secondment/Financial Effectiveness	Harrow	589,953
LB Merton - Member Leadership training	Merton	248,203
MPA Improvement Programme	MPA	50,000
Equalities	Capital Ambition	131,434
Society of London Treasurers	Hammersmith & Fulham	25,000
LB Hackney- Member Development	Hackney	300,000
LB Hillingdon- Member Development	Hillingdon	235,500
LB Lambeth - Member Support	Lambeth	365,659
Excellence in Project and Programme Management	Greenwich	307,640
Environmental Services	London Councils	42,043
LB Tower Hamlets - Member Development	Tower Hamlets	134,000
Scrutiny Support	Hounslow	55,995
Building Control	London Councils	29,826
Young London Matters	GOL	198,545
Project 2010	London Councils	170,815
Policy Officers Network	Hounslow	18,141

Project Name	Lead organisation	Total grant (£)
CELC Support	Hammersmith & Fulham	188,296
Member Development - National Councillor Mentoring Programme	London Councils	9,563
Futures Leadership Programme	London Councils	7,000
National Graduate Development Programme	IDeA	385,946
LAA/CAA	Westminster	45,000
Leadership Centre for Local Government - Recruiting Councillors	London Councils	2,500
Steve Key Peoplesys Ltd	Merton	2,000
Capital Intelligence	Merton	5,000
Workforce Planning & Development	Richmond	30,000
Recruitment and Development Policy and Practice	Havering	9,710
What Customers Want from HR	Ealing	10,000
Total Reward	London Councils	21,000
London Futures	London Councils	849,927
Efficiency Strategy Commission Work	London Councils	24,450
National indicators mapping application	London Councils	30,000
Effects on Residential and Nursing Care in the Changing Economic Environment	London Councils	20,315
WLA - Office accommodation toolkit launch	London Councils	5,038
London Smart Card	London Councils	54,211
Improved Support for collaboration	London Councils	80,323
LPSN Shared Services and Applications	London Councils	39,329
London Civic Forum	London Civic Forum	24,404
Web and Mobile	London Councils	178,730
Improved capacity and resilience	London Councils	53,246
Data Connects	Brent	47,177
Removing the Barriers to Shared Services	Barking & Dagenham	44,574
Member Development Strategy - Widening the Councillor base	London Councils	2,000
Member Development Strategy - Induction	London Councils	10,877
Member Development Strategy - Scrutiny	London Councils	22,250
Member Development Strategy - Support for knowledge and skills and in particular roles	Capital Ambition	2,781
Member Development Strategy - Web based resource	London Councils	16,106
Data Share for London	London Councils	32,365
Tri-Partite Project	GLA	50,000
Support for Safeguarding Children	Havering	595,950

Project Name	Lead organisation	Total grant (£)
Sutton and Merton Shared HR Service	Sutton	40,000
Performance Office General	London Councils	31,546
Hardware and Software Directories	London Councils	10,000
Sharing Good Practice Package	London Councils	11,980
Strategic Supplier Initiative: Market Intelligence Report	London Councils	5,200
Sharing Professionals	London Councils	26,150
Performance Stock take for all London boroughs - London Story	London Councils	21,386
Consultancy Work - Agency Mapping	London Councils	46,965
Passenger Transport Services Commissioning Hub	Croydon	24,975
Integrating Public Services in Hammersmith and Fulham	Hammersmith & Fulham	202,680
Development of a Centre of Excellence for Parking Back Office functions	Hammersmith & Fulham	134,783
Reducing Serious Youth Violence	Bexley	239,248
Shape Support to Local Authorities on Local Area Agreements	London Councils	5,000
Inside Out Collaborative Learning Project	London Councils	12,650
Local Authority Performance Solution	Lewisham	242,521
Haringey Capital Intelligence Report Creator	London Councils	10,000
Haringey - Data Quality	London Councils	48,000
Virtual Wards Panel Pilot	Westminster	55,000
Addressing skills and employment in central London	Westminster	50,000
Capital Ambition: Leadership Strategy	London Councils	22,750
Review of London Energy Project	London Councils	29,950
Service Transformation Academy	Lewisham	355,050
National Highways Transport Network Benchmarking Project	Somerset County Council	3,125
CIPFA - Calculating Efficiency Savings Work	London Councils	28,314
Customer Service Transformation	Havering	331,443
Self Service for Council Tax and Parking	Bexley	159,466
Deprived Neighbourhood Support	Southwark	304,869
Understanding London's Digital Neighbourhoods	Networked Neighbourhoods	45,235
Pan London Procurement Portal	Westminster	268,699
Environmental Supply Chain Assessment for the London Boroughs	London Councils	481,951
Online Free School Meals	London Councils	156,511
Healthier Communities Partnership	Sutton	49,000
London Worklessness Support Programme	London Councils	78,755

Project Name	Lead organisation	Total grant (£)
Exploring greater integration between LB Waltham Forest and Waltham Forest NHS	Waltham Forest	10,929
Future of London - A borough led regeneration partnership	Hackney	49,935
Connected London Programme Assurance	London Councils	74,134
Connected London 101	TFL	49,681
Converged Networks for London	Westminster	50,000
South London Opportunity Zone to Address Suburban Deprivation Across 5 Boroughs	Merton	49,933
LoTAG Winter Service Review 2010	TFL	49,500
Sharpe Pritchard Commission for the provision of legal guidance in respect of Borough participation in Strategic Partnership procurement	London Councils	1,830
Campion Willcocks Commission to address common architecture issues of shared service delivery	London Councils	11,160
Ben Rogers Commission to Review of Engagement and Empowerment	London Councils	4,800
John Hazeldine Commission to review relationships with improvement bodies and nature of improvement support	London Councils	5,715
Establishment of the South East London Shared Services Partnership	Greenwich	39,775
Electronic Knowledge Exchange - Merged Agency and Consultancy	London Councils	15,879
Information Security for London	Bromley	34,200
Channel Diversification	Sutton	257,680
Quality Tariff Model for Provider Annual Reviews	Joint Improvement Partnership	19,775
Brokerage for self funders through voluntary sector	Joint Improvement Partnership	39,032
Supporting London's ALMOs to achieve 2-Stars	London Councils	2,600
Customer Intelligence Database Development (ALMO)	Lambeth	33,603
Tower Hamlets Homes - Knowing our Customers	Tower Hamlets	27,541
URH Resident Access and Customer Care Project (ALMO)	United Residents Housing	17,265
ALMO support programme - Customer Profiling	Lewisham	41,400
Climate Change - Decentralised Energy Network projects	London Councils	211,216
Climate Change - Homes Retrofit	London Councils	113,434
Climate Change - Local Climate Impacts profiles (LCLIPs) for London	London Councils	85,935
Building Cohesion and Trust in Outer London - Community Communicators	Bexley	373,283
Community Engagement Strategy Report	London Civic Forum	42,498
London Empowerment Partnership	London Councils	14,166
Template Total Reward Statement(s) - Development and Implementation	Camden	1,800
LB Haringey framework-I childcare	Haringey	110,200
LB Haringey	Haringey	52,576
Cultural Improvement Programme (Main)	Redbridge	249,985

Project Name	Lead organisation	Total grant (£)
Cultural Improvement Programme - Delivering Value through London's Cultural Services	MLA	300,000
Local Authority Shared Systems for Film Applications	MLA	17,000
Collaboration in Construction - Outline Strategic Framework Model for Pan London Construction	Haringey	47,498
Collaboration in Construction (Formerly Partnership in Construction)	London Councils	30,000
Collaboration in Construction - Framework contracts	London Councils	11,500
Shared Solutions - WLA Shared HR	Ealing	9,483
London Efficiency Challenge - Delivering Outcomes from Challenges	London Councils	124,608
London Efficiency Challenge - Delivering Challenges	London Councils	260,869
Sharing learning and new ways of working; Seeking improvements in NI1 and NI14	Bexley	90,000
Sutton Community Cohesion	Bexley	30,000
Member Development Strategy - Councillor Commission - Exemplar Authorities (Sutton)	Sutton	20,606
Member Development Strategy - Councillor Commission - Exemplar Authorities (Hackney)	Hackney	26,500
Secure Communications with Third Parties	Camden	22,894
Member Development - Accelerating Expertise in Specific Areas	London Councils	13,203
Sharing Expertise and Sharing Success	London Councils	48,000
Pan London Mentoring	Kensington & Chelsea	5,000
Supplier Relationship Development - Northgate ICT	Enfield	15,204
Property and asset management study	Brent	20,120
Value Added	London Councils	17,500
South East London Procurement	Greenwich	39,590
London Pensions Fund Management & Administration	Croydon	50,000
Highways Costing Model	Ealing	41,500
Employee Value Proposition	Barking & Dagenham	10,000
WLA Passenger Transport	Ealing	32,890
Care Funding Calculator (Children)	Merton	111,639
Workforce Projects	London Councils	5,000
Health & Wellbeing Boards Partnership Support Programme	Croydon	30,723
Enterprise Solutions (Social Enterprise Model Development)	Lambeth	84,000
Payment of Capital to Boroughs as per Leaders Committee 14 December 2010	London Councils	3,400,000
Category Management Strategy / Pan London ABC Procurement Strategy	Camden	165,910
London Hive (Spacehive)	London Councils	4,800
Operational expenditure 2013-16	London Councils	488,000
Total Capital Ambition Grant for Enabling Projects		22,800,008

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