

Capital Ambition

annual report 2010/11



Contents

Foreword	2
01 Enhancing collaborative procurement	4
02 Developing shared services	6
03 Supporting service re-design and improving productivity	8
04 Workforce planning and productivity	10
05 Supporting major policy programmes	12
06 Looking forward	14
07 Appendices	15
Participation	16
Portfolio of projects	17
Efficiency and improvement figures	18

Foreword

This report marks the third year of support from Capital Ambition to London boroughs and their partner organisations, to support the delivery of key projects to further improve efficiency and/or deliver improvements in performance.

The portfolio of projects receiving funding from Capital Ambition is forecast to achieve efficiencies of £725 million by 2015, of which £584 million is directly attributable to Capital Ambition funding.¹

The portfolio includes a range of major collaborative initiatives to deliver significant savings and improve London's buying power through better procurement. These developments are down to the leaders, senior managers and individuals within London boroughs and those of our partners, who have the foresight, energy and commitment to work together more effectively to deliver greater efficiencies, radically change the way services are delivered and/or engage more effectively with residents. A small number of examples of such exemplary work are given within this report, and more details can be found on our website www.londoncouncils.gov.uk/capitalambition.

During the course of 2010/11, London boroughs have also worked together with support from Capital Ambition to develop the ground breaking London Performance Office - the first example in any region of all authorities openly sharing comparable performance and value for money data. For 2011/12 the London boroughs have agreed a new set of indicators, which they will share in order to continue the ethos of mutually improving performance and sharing best practice. Further work will see enhancements in terms of the forecasts of intended versus actual performance, and the sharing of data to provide a transparent assessment of corporate performance.

In terms of improving the process of better procurement, the new 'London Procurement Portal', led by the borough of Westminster, has been developed for launch in 2011/12. This will provide a platform for all boroughs and suppliers to have open access to forthcoming contract opportunities, shared frameworks and a facility for a wider e-tendering contract to reduce costs for all parties. It will also allow boroughs to stipulate local tender requirements to further support local SME access to contracts across London.

In 2010/11 a Capital Ambition funded project was also recognised with a national procurement award. The shared 'Out of Hours' service achieved the Collaborative Procurement Initiative of the Year Award at the Government Opportunities Excellence in Public Awards.

More and more projects show greater numbers of London boroughs working together to reduce back office costs. Programme 'Athena', led by finance directors across London, seeks to achieve greater integration across multiple suppliers rationalising systems for finance, procurement and HR processing. Working together, initially in groups of common customers, the boroughs are seeking to significantly reduce costs and, over time, develop a wider coherent approach across London.

These are just some examples of how London boroughs will continue to both preserve their own unique identity with residents and leverage scale efficiencies by taking more coherent approaches.

As the future financial climate continues to impact resources and available capacity, these and other examples of working together on more commonly specified requirements and of buying once, not many times, will be vital to the protection of key services to the most vulnerable in the community.

In December 2010, London leaders agreed a new governance arrangement for Capital Ambition. In light of the conclusion of the central government funding, the new Capital Ambition Board, led by members from across the political spectrum, seeks to support key projects with the remaining funds in order to continue to deliver significant efficiencies and provide the basis of more London-made approaches. We have agreed new key criteria to support this aim, details of which can be found in section 6 of this report and on the [Capital Ambition website](#).

¹ Forecast as at 31 March 2011. This only takes account of projects that have received cash funding from other sources and does not include 'in kind' contributions.

The new Capital Ambition Board continues to be supported by chief executives, partners and professional staff from across London. The work on performance and procurement continues through subscription funding, as agreed by the London Councils' Leaders' Committee. We will also be seeking to explore whether there are ways of maximising the use of the remaining programme funds through e-auctions and, for example, the use of commercial investment in some specific areas. What is clear for those who govern Capital Ambition is that in a time of continued public demand and sustained pressure on borough resources, we need to encourage the wider take-up and support the efficiency projects already ongoing in London to ensure they provide the widest possible benefits.



Edward Lord JP OBE

City of London

Chairman, Capital Ambition Board

Enhancing collaborative procurement



Introduction

London local authorities are working together to improve the leverage of their £8.9 billion third party procurement expenditure. The driving objective is to deliver sustainable cashable savings and improve the management of suppliers and markets through the use of proven commercial delivery techniques. Many boroughs are now trialling and/or implementing these new approaches to realise significant savings.

Challenges

One of the main challenges for London is that there can be many different approaches to engaging with common suppliers and common buyer markets. This can lead to unnecessary approaches with significant variations in cost and quality. Even at the local level, there can be barriers to developing shared contracts, employing joint category teams and agreeing common standards.

Present approaches

Shared sub-regional procurement/finance teams have now been established across London to help improve collaboration and develop more coherent approaches, so that cost and duplication can be better identified and removed.

To support this, London's elected leaders signed-off *The London Procurement Strategy, Delivering for London – Modernising Local Authority Procurement*. Published in December 2010, it outlines the areas for major savings and identifies that 40 per cent of the £8.9 billion spend could be more efficiently purchased on a sub-regional or pan-London basis. Projects are now underway to increase leverage with suppliers, encourage more common requirements and promote economies of scale via shared contracting: for example, in fleet management and highways maintenance. A copy of this strategy can be found on the [Capital Ambition website](#).

Workstreams to develop greater standardisation with common service standards are also in progress. These allow greater category management to be adopted, together with associated cost saving techniques such as e-auctions, demand management, shared contracts and improved supplier relationship management.

Current projects and examples

The London Energy Project was established in 2005 to review London authorities' energy buying strategies. This project enables London local authorities to adopt flexible energy contracts that deliver significant savings in procurement, aggregate cross sector energy buying in London via the wholesale market, and develop a self audit improvement programme. Projected efficiencies are £25 million a year with a forecast of £252 million in cashable savings by 2015.

The [Strategic Supplier Initiative](#), led by the London Fire and Emergency Planning Authority, has gained high levels of buy-in and support from London boroughs to deliver new processes and techniques to improve the way contract relationships are managed. This includes the delivery of specific tools for strategy and engagement for two of London's top suppliers in waste management and social care; a manual of best practice for contract managers²; best practice advice in social care PFI contracts and waste management; contract support services and a contract review framework.

Other projects that provide good examples of the effectiveness of shared working and some of the future implementation approaches that may be adopted are:

- **Highways maintenance.** With the support of nearly all London authorities and Transport for London, this project has been actively working on shared maintenance contracts for highways with the aim of securing four common contracts by 2015. E-auctions will start for electrical testing and street lighting by summer 2011. Overall, the project called Transforming London Highways, of which the e-auction project is a part, is currently forecasting potential savings of £46.7 million by 2015.
- **Commercial fleet.** This project has the support of most London authorities, with the main efforts targeted at introducing shared fleet maintenance and vehicle standardisation; this includes commercial vans, refuse freighters, sweepers and mini buses. The e-auction for commercial vans and mini buses will be taking place in July 2011, with other vehicle types planned to follow later in the year. Based on recent e-auctions, it is anticipated that a 30 percent reduction in costs could be achieved through these e-auctions alone.

Future opportunities

The London Procurement Strategy advocates that a category management approach should be extended across the whole of the £8.9 billion spend. This will be planned on a phased basis, with a priority to tackle the £3.6 billion that lends itself more readily to multi-authority working. The more complex areas, such as refuse collection and some types of care, will be targeted in later phases.

The key driver for the future is cashable savings of at least 15 per cent in each category. The business case for collaborative procurement is clear, robust and can help protect front line services. The challenge now is about managing the cultural changes that shared/collaborative working generates.



Introduction

For London boroughs, the benefits of sharing services in a number of areas have been found to be good in theory, but elusive in practice. However, over the past two years, boroughs have come together in a greater number to form new sub-regional groupings, such as the East London Shared Solutions and the North London Strategic Alliance, to test whether shared services can actually offer a significant source of savings.

Challenges

A number of projects developed by the boroughs are addressing the main challenges raised by shared service delivery. These include: the need for robust business cases; issues relating to organisational identity and branding; and the degree of support required to ensure good business relationships, to assist potential partners to enter into a broader shared arrangement. In addition, developing projects that are scalable and/or reusable have posed further challenges around the legal basis for sharing and the best models to provide for future flexibilities.

Some projects, such as the sub-regional shared services partnerships³, are addressing these challenges by building capacity and support in order to enable the broader sharing of services. For example, the London Libraries Change Programme has developed a framework tool to assist boroughs to work through the business case for shared services in libraries. This is supporting a number of borough clusters to develop tools that can assist all boroughs to work through the different potential shared services models and decide which is the most appropriate for them.

³ North London Strategic Alliance, South London Opportunity Zone, East London Shared Solutions and West London Alliance.

Present approaches

The East London Shared Solutions (ELS) partnership is presently providing support to its member boroughs to collate data, support collaborative development, consider options and develop propositions and business cases in a wide range of different service areas. ELS, across partner authorities, has already supported a number of shared services, including a shared ICT service and a shared translation service. The partnership has strong leadership, and the relationships that have been built are now supporting further shared working. Forecast savings under this partnership are in the region of £50 million by 2015.

The West London Alliance (WLA) is forecasting savings of around £39 million by 2015 via the development of a management information system to provide improved information about spend on adult social care, enabling them to manage collaborative contracts more effectively. This was built on an existing partnership keen to address areas of significant spend, with an approach that has proved successful and one which could be transferred to a number of different service areas.

Current projects and examples

The London Joint Improvement Programme (JIP) has a number of shared delivery projects aiming to achieve cashable savings - forecast to be £36 million⁴ by 2015. One of the first projects was transforming the way in which simple aids to daily living can be supplied. Close working between boroughs and health partners, with support for financial modelling and change management, has formed the basis of a successful project. With further work to supply complex aids, it is anticipated that additional savings of £12.36 million will be generated.

Sutton and Merton's shared HR service has proved to be an exciting and pioneering project, delivering forecast savings of £3.3 million by fully integrating two HR functions into a shared service model covering both London boroughs. Significant and successful steps have been achieved to transform and maximise the available benefits of reconfiguring the service - offering opportunities for considerable shared learning on the legal, organisational, financial and IT aspects of shared services.

Future opportunities

For 2011/12 the focus will continue to be on shared services projects that can demonstrate significant cashable savings, develop reusable models, or are addressing areas that have not been tackled before - for example, new service delivery models.

Focus will also be on projects that have the greatest opportunity for success and are in areas where other boroughs are also looking for opportunities to share. Some may result from existing initiatives, for example, the Athena programme is already working with groups of boroughs who use the same software providers. By creating a single ICT platform, the programme is seeking to enable shared transactional processing and collaborative sourcing in order to deliver £8 million in efficiencies and service improvements for functions such as finance and HR. This also maximises the opportunities that exist through greater collaboration in joint supplier management, showing that economies of scale, common in the private commercial sector, can be applied equally as well in complex public sector partnerships.

⁴ Joint Improvement Projects: Transforming Community Equipment Services in London (circa £13.7 million), Mainstream Assistive Technology (circa £10 million) and Delivering Complex community Equipment Services in London (circa £12.36 million).

Supporting service re-design and improving productivity



Introduction

London boroughs continue to develop proposals for major savings and improvements through radical transformation of processes with significantly improved tools and resources for staff. The work here highlights proven techniques and identifies resources such as the Service Transformation Academy (STA) and early work on social enterprise models, which supports boroughs to improve productivity through co-design, co-productivity and self-service.

Challenges

Extreme transformations may deliver greater rewards but they also present greater challenges, carry more risk, often demand higher investment and may take longer to deliver benefits. This is of particular note if the transformation spans a number of agencies and involves changes in behaviour by both customers and staff. In addition, new technology is more likely to present challenges in respect of development and implementation.

Partners are looking to reduce some of these risks through robust business case development and by adopting proven programme management techniques. Derived from the OGC's *Managing Successful Programmes* (MSP), the London Programme Management Approach (LPMA) has been created to assist in the tailoring of programme management needs. This is a free service that provides a user-friendly light touch method for managing programmes, including guidance and templates with worked examples.

Work with Social Enterprise London (SEL) has also been helpful in identifying some of the considerations boroughs will need to think through in terms of developing new models of delivery. The publication, *Transitions*, provides a tool for public sector staff, showing them how to make the transition to social enterprise and how this could transform and improve key areas of public service.

Present approaches

One focus for helping to improve productivity through co-design, co-productivity and self-service, is the promotion and application of proven techniques used as industry standards and the dissemination of applied best practice.

The STA provides training in business process re-engineering and process improvement by using methods such as LEAN and 6 Sigma. This structured training in the fundamentals of successful service transformation builds on the work of other initiatives such as the National Process Improvement project. More information on the training materials is available, on [our website](#).

In addition, the STA provides a focus for partners wanting to learn techniques they would be paying much higher fees for from the market. The output is a consistent way of managing change across London that is becoming increasingly useful as more boroughs and partners talk of moving to shared arrangements.

The *Love Clean Streets* project is a best practice project that demonstrates how new approaches to service provision can help improve public places so that local residents and visitors to London can enjoy an environment that is cleaner, safer and worthy of a world class city. Originally developed by the London borough of Lewisham and more recently endorsed by the London Mayor, Boris Johnson⁵, *Love Clean Streets* allows local people to become part of the solution by uploading photographs onto an online map of environmental issues that require action by the local authority. It gives local people an easy way to help their borough keep communities clean, receive prompt action when a report is sent and help boroughs direct their resources to the areas that need them most. Users can also submit their reports using a free mobile phone application, via text or through the lovecleanlondon.org web portal.

Current projects and examples

Greater adoption of self-service is now widely accepted as a key source of savings within local authorities. The latest self-service project, [Council Tax and Parking Permits](#), is currently piloting the implementation of a self service portal for council tax and parking permit transactions – one of the highest service demands from residents. This aims to demonstrate improved customer service and business efficiencies, with a solution that minimises manual processes, optimises workflow and provides greater automation, accuracy and integrity of customer core information by streamlining data capture and validation. Savings for three pilot boroughs, Bexley, Wandsworth and Hammersmith and Fulham, is estimated at £3 million over five years. It is also scaleable across all London boroughs with significantly increased savings.

Capital Ambition has also published a *Customer Services Workbook* following work with a number of London boroughs. This summarises a range of new initiatives by London boroughs and provides background on the development of a number of new approaches to service delivery. A copy of the workbook and other aids for boroughs producing their own blueprints and strategies can be found on [our website](#).

Future opportunities

The present opportunities in improving service design and productivity continue to focus on self service. This includes re-designing services through the web rather than face-to-face or telephone, and integrating front office with back office systems. New work projects on co-design and co-production with the community are also in development - building on the success of projects such as *Love Clean Streets* and the early work on social enterprise development.

⁵ www.london.gov.uk

Workforce planning and productivity



Introduction

The [Regional Employers' Organisation](#) (REO) has responsibility for providing industrial/employee relations, and reward and employment research support to the boroughs. It leads this workstream on behalf of Capital Ambition.

The aim of the REO is to benchmark policy, practice and share intelligence on workforce issues to help improve employment practices - including workforce efficiency and productivity.

Challenges

There continues to be significant interest in improving workforce efficiency and productivity and boroughs are taking, as one dimension of wider efficiency and productivity programmes, a range of actions relating to the size and cost of their workforces.

Employment terms and conditions are also coming under close scrutiny, with boroughs looking to maximise their return from pay bill expenditure. The areas under scrutiny include - increments, pay premium and holidays, and the cost/use of agency staff and consultants.

In addition, boroughs are looking at the 'future shape of their business' to transform, streamline and improve how services are delivered. They are reviewing how staff are deployed using greater mobile and flexible working, allied with simpler, flatter management structures, and seeking to generate extra capacity through 'partnerships'. Boroughs also recognise that maintaining employee discretionary effort to go the extra mile is vital.

Present approaches

In London, boroughs already use the two large salary databases covering senior managers and the major occupational groups. Both are used extensively by the boroughs for pay benchmarking and salary reviews, to retain effective intelligence on appropriate pay reward.

In addition, a workforce scorecard has been developed to help benchmarking and workforce planning. This idea has evolved into the Capital Intelligence Project (CIP) that is starting to transform the way workforce information is collected and reported across London. The aim is to develop a regional workforce 'data mart' to allow boroughs, for example, to compare average salary and absence costs by service - thus focusing their attention on the areas of greatest potential savings.

The REO is also supporting the boroughs in their work on changing terms and conditions and how these can contribute to efficiency savings, within the present fiscal climate.

While it is clear that fundamental solutions are required to deliver big cost savings, it should also be noted that there are more organic ways of effectively collaborating. Exchanging ideas and exploring the benefits of getting to know colleagues in other organisations has proved to be a sound starting point of more formal collaborative working.

Current projects and examples

There are currently three borough projects working together to improve effective people management, staff development and sharing of professionals. These are:

- **HR communication and integration**, undertaken by five west London boroughs to improve HR's contribution to effective people management and its ability to relate to its customers, thus enabling managers and staff to do 'business' better and improve organisational performance. The main benefit here is a network which will be used to identify future opportunities to realise joint efficiencies and undertake joint procurement.
- **My Mentor**, undertaken by a consortium of five London boroughs, was established to provide a low cost, on-line, pan-London mentor matching programme. This brings together staff from across the capital wishing to either act as mentors, or be mentored to improve performance.
- **Future of London** is a project looking to establish how the expertise of regeneration professionals can be developed and shared. All 33 boroughs have participated in the events, including 13 boroughs as full members. Initiatives such as the Rising Stars Programme remain particularly valued and as these activities remain strong, work in these areas is to be expanded.

In addition, boroughs are exploring whether, and how, they might share professionals or professional services with other organisations. For example Sutton and Merton have joined up their HR function into a shared service, appointing just one Head of HR. Similarly, in Harrow and Brent trading standards are provided through a shared service and Westminster now provide a contracted communications service for a number of north London boroughs. A shared professionals' guide, *Implementing Shared Professionals*, is now available as a tool to assist boroughs who are considering the sharing of high value professionals and/or professional services in order to contain costs.

Future opportunities

There are significant opportunities to improve workforce productivity but they need to be considered within the context of the significant organisational changes that London boroughs need to address in order to improve efficiency. The opportunity and the challenge for the future will be how to successfully address these changes while still retaining the high quality staff essential to deliver excellent services in the future.

Supporting major policy programmes



Introduction

London Councils' *Manifesto for Londoners*, published in 2010, set out a series of detailed propositions for greater devolution and local integration in major services areas. These were to be led by boroughs and have the potential to secure huge savings in public expenditure. Capital Ambition has supported detailed work to build on these propositions, as well as responses to more recent government policy initiatives.

Challenges

The challenge is to secure change that reduces cost through better co-ordination, design of services and greater local tailoring to meet different needs. In doing so, there is the opportunity to reap economies – not just of scale, but by bringing different functions together to increase scope and by being able to better manage the end to end processes. This improves influence over the root causes of some common problems that, if not addressed, may require more costly services to be provided in the long-run.

This challenge is made more severe by the very significant reductions in resources and the need to respond to the major changes that the national government is pursuing in terms of restructuring the way in which services such as health and welfare are provided.

Present approaches

Capital Ambition has focused on two broad approaches:

- Providing support to the development of more detailed propositions for reform and change by working with the relevant policy team in London Councils and with groups of boroughs; and
- Collaborative learning and initiatives to respond to major policy plans.

Current projects and examples

A good example of providing support to the development of more detailed propositions for reform and change is on welfare reform and employment support. The scope for improvement was demonstrated in the way in which support is provided to those out of work, as clearly identified in the *Manifesto*. Capital Ambition helped with the development of a set of proposals for groups of boroughs to have more say in commissioning and running better integrated arrangements to support claimants; and supported detailed econometric analysis of the potential for savings from this approach. The results were used to lobby government on the way in which the Work Programme should be implemented in London.

The proposed changes in the NHS may have huge impacts for London whatever the outcome of the present review. As part of a wider package of support being developed by London Councils, Capital Ambition is assisting the plans for a group of supported participants from a small number of areas across London, to work together on the proposals, issues and risks relating to any changes in how present health services may be delivered in the future. This learning approach is intended to address several needs simultaneously: sharing learning, external scrutiny and support from peers and the development of possible models and blueprints.

Future opportunities

In the current financial climate, boroughs will have considerably less time to devote to policy work. However, given the need to respond to the pace and scale of change in major areas of public services, and the need for boroughs to make savings over the next few years, there is clear scope to support more collective work on major areas of policy change. For example, to address the risk of poorly thought through change - imposed through the need to address issues quickly - there is a need for more guidance over the use of delegated and integrated budgets; and to promote the flexibility needed to allow realisation of service design improvements, so that costs are not incurred unnecessarily.

On 14 December 2010, London Councils' Leaders' Committee agreed the governance of Capital Ambition in terms of oversight, decision-making and the use of the remaining funds.

Decision-making

As a result, a new Capital Ambition Board (CAB) was established in February 2011. This new board comprises of five elected members, advised by three chief executives, two nominees from the GLA group, a representative from the LG Group and a nominee from the Society of London Treasurers.

The new board is the sole decision-making authority for the remaining Capital Ambition funds. The Shared Services and Joint Procurement Board (SSJPB) continues, as an assurance process for major funding requests. The SSJPB will also assure the progress of major projects in receipt of continued funds.

The present Self Regulation Board (SRB) will continue to maintain oversight of the work on performance and improvement, with accountability to the Chief Executives London Committee (CELC).

Funding criteria

On 14 December 2010, London Councils' Leaders' Committee agreed to allocate £100,000 to each member authority to be used for improvement and efficiency work. The remaining funds of approximately £6.4 million⁶ is now prioritised against projects which fulfil the following high level priorities agreed by the Leaders' Committee:

1. Enhance collaborative procurement
2. Develop shared services
3. Support service re-design or significantly improve productivity
4. Address workforce planning and productivity
5. Support major policy programmes.

Any new project bids will also need to meet essential primary and secondary criteria in respect of:

- **Participation:** including the extent of partnership and degree to which this could be extended across other boroughs
- **Investment:** including a 50 per cent contribution of funding from participating boroughs, with a 5:1 return on investment and a payback period within four years
- **Governance:** including full options appraisal and a clear case for the delivery of benefits - support from leaders, with chief executive sponsorship and a senior manager to lead the project.

⁶ £3.8 million revenue and £2.6 million capital.

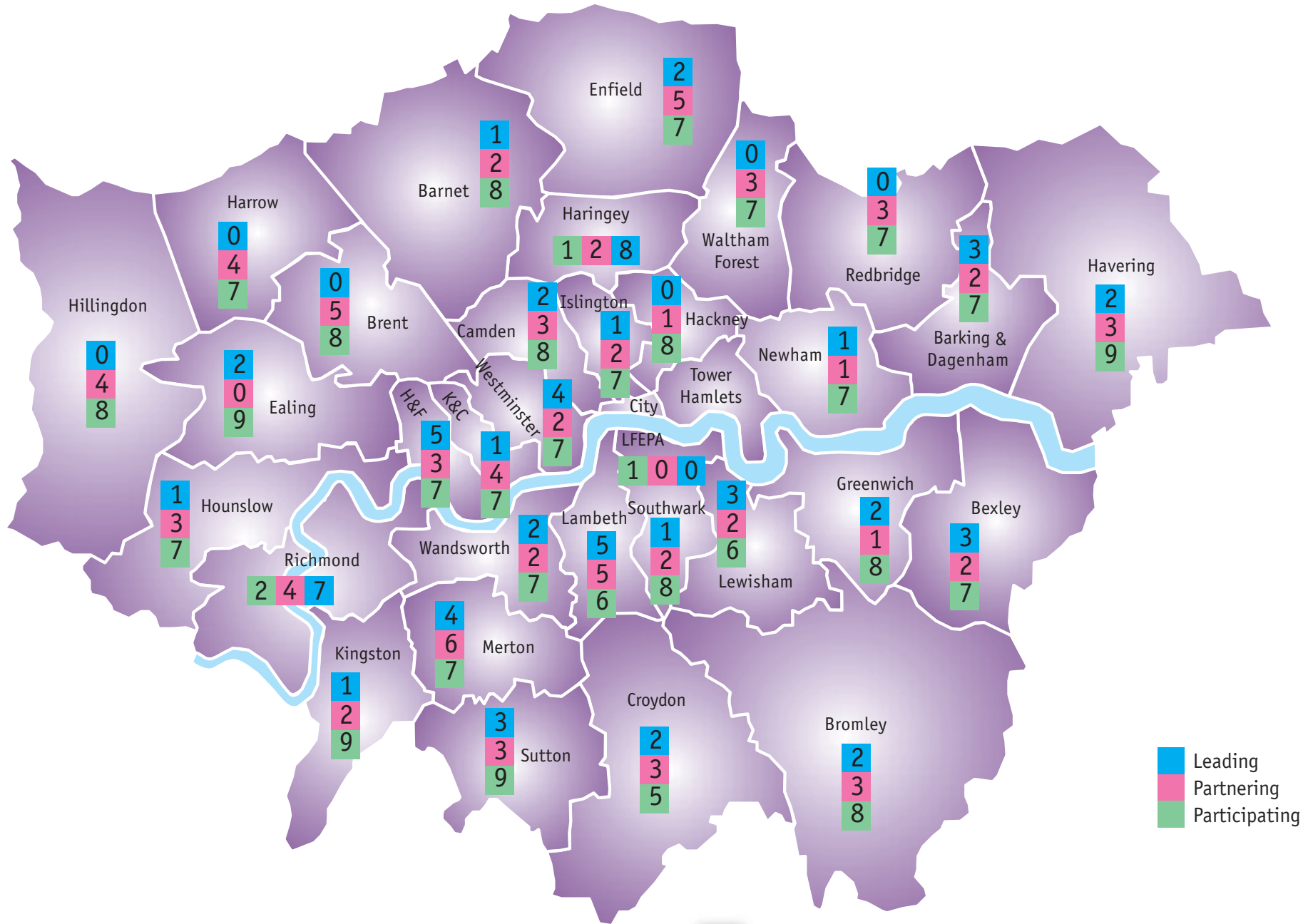
Appendices

Participation map

Portfolio of projects

Efficiency and improvement figures

Active participation in Capital Ambition projects (May 2011)

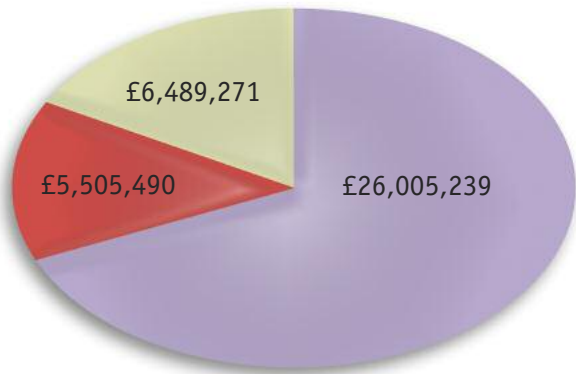


Portfolio of projects – continuing Capital Ambition work programme

New URN	Project name	Lead organisation	Status	Total investment
CA14	London Energy Project	LB Haringey	ACTIVE	£853,988
CA30	Strategic Supplier Initiative (SSI)	London Fire & Emergency Planning Authority	ACTIVE	£645,005
CA60	Commercial Vehicles Study London Study Outcomes (formerly Category Mgmt - Vehicles)	Capital Ambition	ACTIVE	£241,700
CA65	Transforming Highways (Incorporating CA61 Category Management - Highways and e-auctions highways)	Capital Ambition	ACTIVE	£327,090
CA138	National Care Funding Calculator	LB Merton	ACTIVE	£165,000
CA169	London Boroughs Legal Alliance for Shared Services Professional Service	LB Hammersmith & Fulham	ACTIVE	£229,845
CA198	Virtual Wards Panel Pilot	LB Westminster	ACTIVE	£55,000
CA204	Service Transformation Academy	LB Lewisham	ACTIVE	£460,050
CA206	East London Shared Solutions (ELSS)	LB Barking & Dagenham	ACTIVE	£338,000
CA215	Pan London Procurement Portal	Westminster City Council	ACTIVE	£492,940
CA216	Environmental Supply Chain Assessment for the London Boroughs	Capital Ambition	ACTIVE	£585,761
CA220	LoveCleanStreets (LCS)	LB Lewisham	ACTIVE	£86,362
CA221	Pan London Finance IT Solutions (Project Athena)	LB Croydon	ACTIVE	£345,000
CA225	North London Strategic Alliance (NLSA) Cashable Savings Project	NLSA	ACTIVE	£160,000
CA236	Procurement Strategy for London	Capital Ambition	ACTIVE	£30,000
CA238	Introducing Cloud Computing Across Boroughs through Virtualised Desktops	LB Merton	ACTIVE	£1,000,000
CA330	WLA: Adult Social Care Efficiencies Programme - Shared MIS	LB Hammersmith & Fulham	ACTIVE	£330,000
CA324	E-Auctions - ICT	Capital Ambition	ACTIVE	£210,850
CA321	Cultural Improvement Programme - London Library Change Programme	MLA London	ACTIVE	£424,000
CA312	Building Cohesion and Trust in Outer London - Community Communicators	LB Bexley	ACTIVE	£465,600
CA300	Mainstream Assistive Technology (AT scoping project)	JIP	ACTIVE	£406,269
CA207	Transforming Community Equipment Services in London	JIP	ACTIVE	£1,928,000
CA441	Secure Communications with Third Parties	LB Camden	ACTIVE	£29,940
CA503	Supplier Relationship Development - Northgate ICT	LB Enfield	ACTIVE	£50,000
CA506	SELP	LB Greenwich	ACTIVE	£50,000
CA507	WLA - Property and Asset Build Initiative		ACTIVE	£165,438
CA508	WLA - Children's Services Market Management Programme	LB Ealing	ACTIVE	£223,533
CA509	Delivering Complex Community Equipment Services in London	JIP	ACTIVE	£198,450
CA510	London Pensions Fund Management & Administration	LB Croydon	ACTIVE	£50,000
CA511	Highways Costing Model	LB Ealing	ACTIVE	£41,000
CA512	Employee Value Proposition		ACTIVE	£10,000
CA514	Care Funding Calculator (Children)	LB Merton	ACTIVE	£111,800
CA516	The Joint Service – Shared Processing Centre	Lambeth	ACTIVE	£500,000
CA517	Preferred Partner Shared Services	Waltham Forest	ACTIVE	£350,000
CA518	Self-service Council Tax and Parking Permit	Bexley, Hammersmith & Fulham, Wandsworth	ACTIVE	£500,000
CA519	Health & Wellbeing Boards Partnership Support Programme	Croydon	ACTIVE	£80,500
CA239	Channel Diversification	LB Sutton	ACTIVE	£257,680

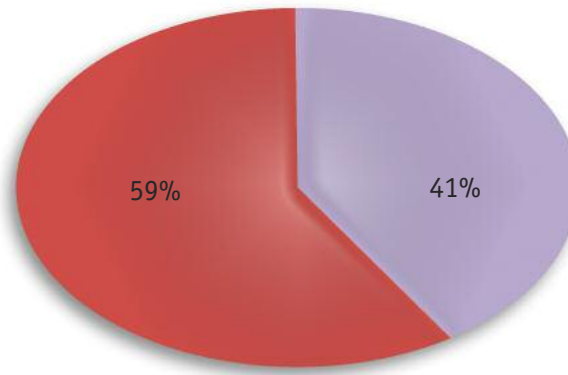
Capital Ambition efficiency and improvement figures

Financial breakdown 2008/09 to 2010/11



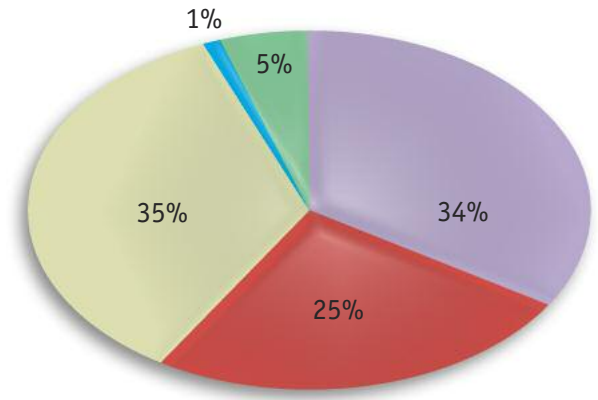
- Improvement and Efficiency Work Programme
- Operating Costs
- Uncommitted as at 31.3.11

Efficiency/improvement split



- Improvement
- Efficiency

Breakdown by priority area



- Enhance Collaborative Procurement
- Develop Shared Services
- Support Service Re-design or Significantly Improve Productivity
- Address Workforce Planning and Productivity
- Support Major Policy Programmes

Capital Ambition

59½ Southwark Street
London SE1 0AL

www.londoncouncils.gov.uk

020 7934 9776

capitalambitioninfo@londoncouncils.gov.uk

design: pinsentdesign.com

images: Third Avenue

publication date: June 2011



Capital Ambition



annual report 2010/11

