

London Centre of Excellence 2005/6 Annual Report

Creating the Collaborative Infrastructure

Ken Cole, FCIPS
Director, London Centre of Excellence
June 2006



Improvement through efficiency



www.lcpe.gov.uk

CONTENTS

1. Background	3
2. Summary of Work 2005/6	4
2.1 Management Philosophy	4
2.2 Our Strategy	4
2.3 2005/6 Achievements	6
2.4 Staffing	7
2.5 Financial Statement	7
2.6 Marketing and Communications Strategy	7
2.7 Lessons Learned	8
3. Looking Forward to 2006/7	9
3.1 Business Plan	9
3.2 Cashable Savings	9
3.3 Exemplar Projects	11
3.4 Gaining Engagement	11
3.5 Working Relationships	11
3.6 National Leads	11
Appendix A - Management Board Representatives*	12
Appendix B - Exemplar Projects Details and Status	13
Appendix C - Financial Statement 2005/6	15

FOREWORD

The London Centre of Excellence (LCE) was established in 2004 by the then Office of the Deputy Prime Minister (ODPM) (now the Department for Communities and Local Government (DCLG)) to help authorities deliver against the Spending Review 2004 and National Procurement Strategy (NPS). As with the other English regions, all our authorities delivered or exceeded their efficiency targets as reported through the Annual Efficiency Statements (AES). In London our target was £184.4M and we delivered savings of £206.3M which is fair to say would have happened without the LCE's existence. It was clear to the Management Board that the main opportunity for the LCE to make an impact came from helping authorities exploit savings and efficiency gains over and above what they can achieve through their own efforts, in other words by working collaboratively. While some authorities were already doing this, it was not uniform and outcomes were rarely promoted to others across the region. In addition, there were often barriers that made collaborative working difficult such as contract standing orders and lack of information. Clearly, if this new source of savings were to be exploited, work would need to be undertaken to overcome some of these barriers.

We are pleased to publish our second annual report, ***Creating the Collaborative Infrastructure***. The LCE's work in 2005/6 has been largely about doing exactly this. There is ample evidence in both this annual report and from feedback by colleagues in individual authorities that the LCE has made some good progress in this area. We are particularly pleased to see that fourteen authorities are now leading LCE projects and twenty eight are either leading and/or a partner in a project. The portfolio of our projects is broad and they are all well managed coming in on time and within budget.

However, we are now all seeking delivery in 2006/7 and are keen to see how the LCE's work as a change agent and the investment in the projects will deliver cashable savings and/or efficiency gains. That is the key challenge for the LCE in 2006/7. However, the LCE experience to date has shown that it can only create the opportunities; it is down to individual authorities to exploit them. This can prove challenging as the LCE is about delivering change and not everyone sees the need to adopt or understand new ways and ideas.

We commend the 2005/6 annual report to you and invite you to work with us to ensure that the LCE delivers its full potential to your authority.

Martin Pilgrim

Chief Executive, London Centre of Excellence and Association of London Government (ALG)

Ken Cole

Director, London Centre of Excellence

Visit www.lcpe.gov.uk to find out more information about the London Centre of Excellence and register to receive update bulletins.

1. BACKGROUND

The LCE is one of nine regional centres of excellence created by the ODPM in February 2004. Its initial focus was to help in the delivery of the National Procurement Strategy (NPS) published a year earlier. However, central government took a decision in September 2004 to add implementation of the outcomes from the Spending Review 2004 (commonly known as the Gershon Review) to the role of the centres. This broadened our focus and priorities at once, but also created some confusion while funding and roles and responsibilities were agreed between the ODPM and HM Treasury.

The Association of London Government (ALG) hosts the LCE in partnership with the City of Westminster and LB Hammersmith and Fulham. We are centrally funded by DCLG with a budget for 2006/7 of £1.08 million and are directly accountable to our Management Board, which comprises six London Chief Executives representing the London authorities and the Greater London Authority (GLA) family as well as the NHS and other interested pan-London bodies. The ALG Leaders' Committee ensures commitment, accountability and debate at a political level and provides a forum to broker agreement at this level when required. A full list of the management board representatives is at **Appendix A**.

We have been up and running under our current arrangements since 1st April 2005, although some preparatory work had started back in 2004. Much of what we achieved in that earlier period is documented in the 2004/5 Annual Report - *Building the Foundations*. A copy of this report, together with the background to the creation of the Regional Centres of Excellence covered in the LCE's original 3-Year Plan can be accessed directly from www.lcpe.gov.uk.

SUMMARY OF WORK 2005/6

2.1 MANAGEMENT PHILOSOPHY

The LCE operates as a ‘virtual organisation’ working in partnership with London authorities to deliver its agreed work programme within available resources. Our philosophy in working with authorities in London and beyond has been, and will remain, to:

- Promote voluntary collaboration between authorities only where there is a sound business case and/or commercial advantage to be gained;
- Ensure that our contribution towards delivering cash savings and efficiency gains is over and above what authorities can do on their own;
- Accelerate the good work and initiatives already under way at all levels across the region;
- Build on any work or projects already under way, trying to avoid duplication wherever possible;
- Ensure that all our work is focused on the needs and priorities of the London public sector;

Our target for 2005/6 was that no more than 20% to 25% of our annual budget should be spent on running costs and overheads. We limited such payments to 22.67% in 2005/6 with over 62% going directly to authorities in support of our projects.

2.2 OUR STRATEGY

Our main goal has been to deliver projects and opportunities which can be accessed at the earliest opportunity by authorities and which present opportunities for cashable savings, efficiency gains and/or capacity building. This is how all authorities will measure the LCE’s contribution to their services and operational activities. The LCE Board is strongly aware that this does take time, particularly when all our work programme was launched from a standing start. However, this does mean that expectations for early successes are rightly high.

The LCE has classified its projects and work to reflect different priorities, delivery timescales and expectations. Our strategy has been to support a broad range of projects which cater for all demands and priorities, but which can be delivered in a planned and coordinated way. We have attempted to make all our work cross public sector, as there are clear benefits that can be accrued by involving other bodies (e.g. NHS and London Fire & Emergency Planning Authority).

Our projects classification, with examples, is set out in the following table.



Third Avenue

Project Type	Delivery Horizon	Purpose and Examples
Infrastructure (2005/6 work)	<ul style="list-style-type: none"> • Immediate 	<ul style="list-style-type: none"> • Designed to create the climate and infrastructure for collaborative working, clearer communication and knowledge sharing • E.g. Contract Standing Orders, Contracts Register Service
Cashable Savings (linked to Gershon)	<ul style="list-style-type: none"> • Short to medium term 1-3 years 	<ul style="list-style-type: none"> • Designed to cement the credibility of the LCE and offer authorities new sources of cashable savings, particularly where they influence Council Tax. • E.g. Agency Staff, Energy, Consultants, Insurance, Telephony, ICT
Corporate Social Responsibility / Capacity Building (linked to NPS)	<ul style="list-style-type: none"> • Short to medium term 1-3 years 	<ul style="list-style-type: none"> • Designed to cement the credibility of the LCE and offer authorities help with the delivery of CSR objectives and build new capacity • E.g. Sustainable Sourcing, SMEs/BMEs, Procurement Skills and Training, Economic Regeneration
National Lead (DCLG)	<ul style="list-style-type: none"> • Short to medium term 1-3 years 	<ul style="list-style-type: none"> • Designed to prevent work being replicated across the nine regions and poor use of resources • London leads on Social Housing and Productive Time
New Models of Working (Shared Services or Outputs) (Advanced Test) (linked to Gershon)	<ul style="list-style-type: none"> • Short to medium term 1-3 years 	<ul style="list-style-type: none"> • Designed to test the practical lessons of collaborative working / joint procurement in a challenging (not complex) and clearly definable area • E.g. Partnerships in Parking (PiP), Pensions Administration
New Models of Working (Shared Services or Outputs) (linked to Gershon)	<ul style="list-style-type: none"> • Medium to long term 4 to 10 years 	<ul style="list-style-type: none"> • Designed to introduce shared services such as back / front office systems, where a business case exists • E.g. Housing Benefits, Customer Services

It is important to bear in mind that projects with a longer timescale may have higher levels of potential savings but there is a corresponding increase in the level of difficulty/risk in achieving them. Shared service projects are a good example of where there may be some potentially larger returns on investment, but there are significant challenges and risks to those participating. In summary, most of our 2005/6 work has been about creating the infrastructure needed for delivery with the goal of making 2006/7 the first delivery year in terms of contributing real savings / benefits.

2.3 2005/6 ACHIEVEMENTS

The following table sets out what we have achieved; bearing in mind our 2005/6 goal was primarily one of creating the collaborative infrastructure. A breakdown of our active projects, including those where we are expecting delivery in 2006/7, is at **Appendix B**.

Project Type	Delivery Horizon	Purpose and Examples
Identifying and helping to eliminate the barriers to voluntary collaboration	<ul style="list-style-type: none"> • Pan London Review of Contract Standing Orders and Financial Regulations – delivered • Specific briefing document on Removing the Barriers to Collaboration (Pan London Strategy) - delivered • Availability of model CSOs and clauses – delivered 	<ul style="list-style-type: none"> • This work is well developed. All CEOs have copies of the report and ALG/LCE has written to them urging them to act upon recommendations following Chief Executives' London Committee (CELC) meeting • Models and clauses have been added to LCE website and over 1,500 copies downloaded from the LCE website
Developing the standards and protocols which would allow such collaboration to take place	<ul style="list-style-type: none"> • Pan London Contracts Register Service (CRS) adopted from work developed by the Procurement Agency for Essex (PAE) – in West London Alliance (WLA) • Pan London Strategies – (6 now published) • Development and adoption of a standard procurement classification ProClass – set to become a local government standard 	<ul style="list-style-type: none"> • The CRS is going well, being live across Essex and being used in the WLA. It supports standard classification and is due for take up across London early in 2006/7 • The LCE is the main lead on the adoption of the new procurement classification which has been tested in a number of local authorities across the UK
Ensuring that the regional bodies were in place and working to support collaboration and the delivery expectations	<ul style="list-style-type: none"> • Review of the future funding of the London Contracts & Supplies Group (LCSG) 	<ul style="list-style-type: none"> • The LCSG is now a popular vehicle for owning pan-London contracts • Results of the review will be published early in 2006/7
Gaining awareness about the LCE and what it can deliver – at least at a chief officer level (see 2.6)	<ul style="list-style-type: none"> • Re-branding and launch of new LCE website in line with proactive Marketing and Communications Strategy • Presentations to pan-London committees including CEOs, Treasurers, Social Services, Housing, Environment and Auditors • Presentations to Management Boards and Member groupings 	<ul style="list-style-type: none"> • Following the re-launch in early November 2005, there were over 2000 document downloaded (pdfs) in the first full month of operation • Baseline communications survey was carried out in May 2005 and will be repeated in June 2006

Project Type	Delivery Horizon	Purpose and Examples
Targeting resources where the earliest returns on investment were likely, informed by regional expenditure analysis	<ul style="list-style-type: none"> Repeated Expenditure Analysis for 2004/5 following on from 2003/4 using information to determine priorities Launch of specific commodity/service projects 	<ul style="list-style-type: none"> Expenditure analysis results are regularly used for planning – view to putting results on line in 2006/7 Programme Making Expenditure Analysis Easy now rolled out and running since November 2004 Our main commodity/ service projects are nearly all national leaders

The level of engagement with the LCE rose significantly in 2005/6. Fourteen authorities were leading a LCE project which rose to twenty eight once partners were included. Attendance at LCE workshops / seminars continued to improve with over twenty five attending the performance measurement workshop. Satisfaction ratings with all LCE events never fell below 4 out of 5 (5 being excellent).

The Programmes Management has been well implemented using a combination of pragmatic PRINCE 2 with effective and clear rules for applying for funds and recovering costs. All LCE projects have currently been delivered within budget and largely on time.

2.4 STAFFING

The LCE has a staff of three. They are:

KEN COLE - DIRECTOR

Ken is on secondment from the private sector and has a strong public sector background. Ken is responsible for delivering the Business Plan and making the LCE “happen”.

PHILIP SNOWLING - PROGRAMME MANAGER

Philip is from Mouchel Parkman and looks after our Programmes Management ensuring that our projects deliver to quality, time and budget.

ESTHER THOMAS - PROJECTS AND COMMUNICATIONS MANAGER

Esther joined us in July 2005 from the GLA. She is responsible for communications, financial profiling and supporting the Management Board.

We have also been ably supported by **Ruth Taylor** who is a part-time temporary member of staff since April 2006 and **Alison Finch** who undertook this role from December 2005.

2.5 FINANCIAL STATEMENT

The LCE lead borough of Hammersmith and Fulham is the fund holder on behalf of the ALG and LCE. We are in a strong financial position, having spent £894K in 2005/6, while carrying forward £2.6M into 2006/7. Over £1.4M of this carry over is committed to Projects, but which had not been invoiced at the end of the reporting year. The March 2006 Management Board approved an audit review of the LCE financial arrangements. We are pleased to report that Deloitte recorded a satisfactory rating of our financial controls and management. A financial statement for 2005/6 is set out at **Appendix C**.

2.6 MARKETING AND COMMUNICATIONS STRATEGY

Marketing and communications was one of the areas where the LCE could have performed far better. In early 2005/6 we carried out a communications survey which unsurprisingly showed disappointment with the LCE around communications; however some 78.3% of respondents believed that the LCE has the potential to contribute to their thinking on efficiency. This exercise will be repeated in 2006/7.

In June 2005, we put in place a proactive Marketing and Communications Strategy. This has two distinct phases:

LCE RELAUNCH

This was held on 3rd November 2005 when over fifty senior representatives from 19 boroughs, the Association of London Government, the Office of the Deputy Prime Minister and the Office of Government Commerce attended the highly successful conference. Representative ratings averaged over 4 out of 5 (with 5 being Excellent).

NEW WEBSITE

To coincide with the relaunch, we spent a lot of time working on the new website with Harlequin Solutions. Our goal was to make the website accessible, topical and current. We have clearly achieved in this area as the following table shows.

Month	PDF Downloads	Hits
November 2005	1,391	75,155
December 2005	1,431	37,215
January 2006	2,733	56,033
February 2006	2,086	34,643
March 2006	3,190	41,613

The Regional Centres also appointed a National Communications Manager, Seth Brook, in the latter part of 2005/6. This is already helping with raising our profile and getting some of the early good news stories into the public domain.

2.7 LESSONS LEARNED

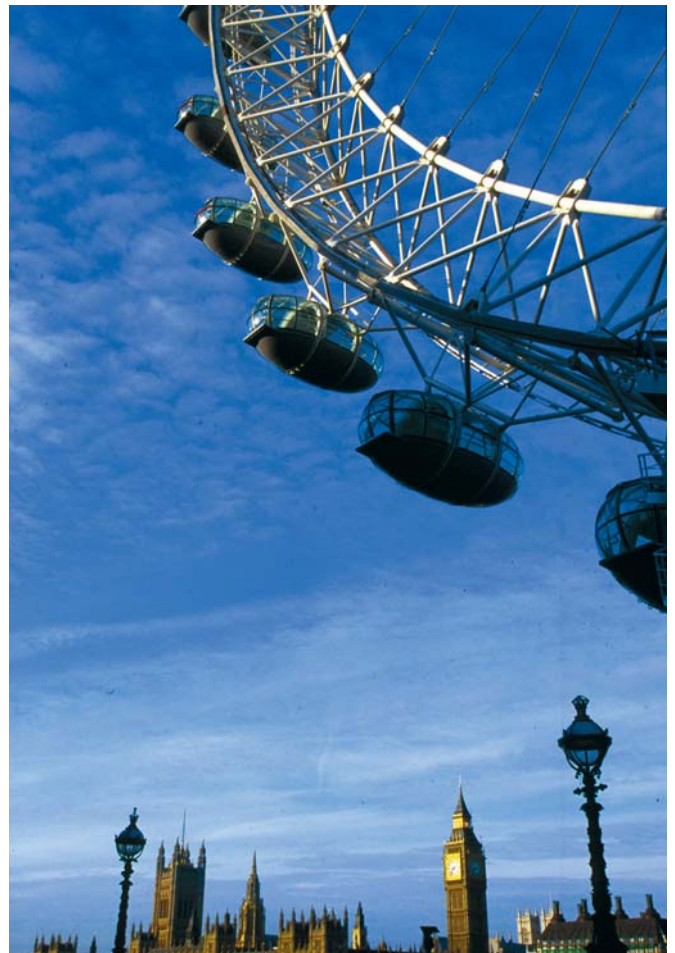
2005/6 has again presented us with a number of challenges as we have balanced a wide range of demands and expectations from different stakeholders. We are still charting new territory and admit that we have not always got it right first time. Some of the key lessons that we have learned have been:

- The importance of sharp delivery focus and concentrating on what contributes to results rather than just activity
- Managing people's expectations - the LCE is a 'change catalyst' not a 'delivery agent' for each authority
- The need to set the agenda and stay in charge of it, modifying it in the light of changes in demands or mistakes made
- Reinforcing the point that ownership of our work / projects is with the authorities
- Money and resources have to be invested in projects along business lines, seeking clear outputs, effective project management and a pay back which can be used by all authorities
- Focusing on a very few tasks but doing them extremely well has been preferable to trying to do everything.

"LCE has made great progress and offers London's boroughs an impressive portfolio of opportunities to make efficiency gains and improve service delivery."

Peter Fanning

Deputy Chief Executive
Office of Government Commerce



3. LOOKING FORWARD TO 2006/7

3.1 BUSINESS PLAN

The LCE Management Board approved the 2006/7 Business Plan, Delivering Results at its meeting on 16th March 2006. A copy of the Plan can be downloaded from www.lcpe.gov.uk.

The key objectives from the Plan are:

- Completion of the infrastructure projects
- Delivery against the first wave of projects capable of delivering cashable savings
- Delivery against our corporate and social responsibility / capacity building projects portfolio
- Providing some early results against the shared service and collaborative working exemplar projects

3.2 CASHABLE SAVINGS

Cashable savings are our key priority for 2006/7. They will determine whether the LCE has succeeded in the eyes of central government (as the fund providers) and the authorities as the customers. These projects form the first wave of delivery related projects.



Third Avenue

Project/Deliverable	Lead	Potential Savings	Comments/Issues
Utilities (Electricity/Gas)	LB Haringey	Estimated at 30% cost avoidance	<p>Expenditure on electricity/gas across London is about £110M per annum. In the last two years energy costs have risen by over 154%. This project has shown that there are variances of over 77% between authorities on like for like energy costs across London.</p> <p>This innovative project, which has national recognition and support, is proposing new ways that authorities can help contain and reduce energy costs. With the support of the DTI's Energywatch and OGC, this project offers groundbreaking ways of acquiring energy.</p>
Temporary Agency	LB Havering	<p>£25M per annum</p> <p>5% of London expenditure</p>	<p>Expenditure on all types of agency staff across London is about £500M per annum accounting for over £20M in some authorities. Containing a wide range of supplier availability and market requirements and with some authorities actively competing for the same scarce resources, this project is designed to help authorities adopt the best engagement model and reduce expenditure by at least 5%.</p>

Project/Deliverable	Lead	Potential Savings	Comments/Issues
Management Consultancy	City of London	£17M per annum 10% of London expenditure	Expenditure on all types of management consultancy across London is about £170M per annum. Most of this expenditure could be targeted for immediate cost reductions as profit margins and contingency are extremely high. Also, best practice models for commissioning, joint working and sharing of reports would help eat into this cost area. An exercise undertaken in the Home Office in 1991 saw costs drop by 11% when negotiation and 'rate clarification' were used. At least two companies trade with at least two thirds of London organisations. Gershon (page 26) also says, " <i>data published by the Management Consultancies Association indicates that fee income from the public sector in 2003 was almost twice that of the previous year</i> ". This project is designed to help authorities adopt the best engagement model and reduce expenditure by at least 10% through better specification, ability to negotiate with consultants and share reports. In addition we believe that this area is ripe for future e-auctions.
Telephony	LCE / LB Barking & Dagenham and LB Hammersmith & Fulham	Potential to reduce current costs by 10 -20%	Our pilot project confirmed that there is a potential to reduce existing telephony bills by up to 20% by undertaking a radical audit of usage and tariffs. Clearly there will be exceptions but if the management will be present to explore this opportunity our research shows that savings could be as high as £200k in some authorities.
ICT Hardware	LCE / OGC/ LBs to be determined <i>With LCE support</i>	Being clarified in pilot – potential to reduce current costs by £10M per annum	This market is worth about £140 million per annum in London and may be higher with costs hidden under consultancy, facilities management contracts and through resellers. Our estimate is that up to 60% of this category could be targeted for immediate cost reductions. We are working with OGC to develop national core specifications and a rolling e-auction programme, and with key authorities to develop pan-London negotiation approaches to key vendors. This will include material on auditing current ICT contracts and showing how to target profitable supply and service streams. The PAE (Procurement Agency for Essex) who have worked with us on this project has recently delivered cashable savings of over £2M by using an e-auction to buy hardware.
Insurance	LB Croydon	£6M per annum depending on options adopted	This involves the creation of a new Municipal for London. The feasibility study has been signed off and work is now starting to make this deliverable a reality.

3.3 EXEMPLAR PROJECTS

In addition to the projects orientated towards cashable savings, we are also working to see some delivery in 2006/7 for key exemplar projects such as Partnership in Parking (PiP) (City of Westminster and partners) which offers significant savings, better technology and improved service delivery for those authorities participating in it. Other projects that are likely to report are the London Foster Care Agency pilot (LB Brent) and Contract and Relationship Management (LFEPA).

3.4 GAINING ENGAGEMENT

The LCE will help the London authorities in the delivery of the savings and efficiency gains set out in the Business Plan. The authorities will need to manage and control their own programmes for exploiting the opportunities, in collaboration with others as appropriate.

While the LCE will do everything to encourage participation through proactive promotion and marketing, there is a clear risk that the full potential outlined will not be fulfilled. In order to do this, the LCE is:

- Monitoring levels of participation by each authority against each project and capturing reasons for non-participation
- Offering CEOs and their management teams the opportunity for the LCE Director to visit them in order to discuss implementation and exploitation issues (several authorities did this in 2005/6)
- Submitting progress updates, including levels of engagement, to CELC
- Ensuring that project management updates capture levels of engagement by participating authorities
- Utilising our highly successful web site www.lcpe.gov.uk and electronic newsletter to publicise developments as they happen
- Working with the central RCE PR Manager to ensure maximum media exposure on the projects
- Organising a London Efficiency Showcase in July 2006 to promote engagement and the LCE's work
- Reporting on levels of engagement in the 2006/7 Annual LCE Report

3.5 WORKING RELATIONSHIPS

We do not believe that everything has to be done pan London in order to deliver the best results and outcomes. Evidence suggests that cluster working or sub-regional approaches may be better in many instances. The LCE engages at the most appropriate level with authorities and networks either sub-regionally or regionally.

We will continue to work closely with:

- Partners organisations like Capital Ambition, IDeA and London Connects
- Other RCEs where they have projects, ideas and knowledge that will either enhance our existing programme or offer London authorities the opportunity to benefit
- Pan London bodies such as the Society of London Treasurers (SLT) and the London Contracts and Supplies Group (LCSG)

Finally, we will support the Department for Communities and Local Government (DCLG) and the Chief Executives' Taskforce in making the Regional Centres of Excellence a success.

3.6 NATIONAL LEADS

The LCE remains a national RCE lead on two Gershon work streams; social housing and productive time. Housing related expenditure accounts for over 30% of London's £8 billion third party expenditure and is, therefore worthy of scrutiny in order to remove unnecessary cost. Productive time is led nationally by the Employers' Organisation for Local Government (EO), working closely with the DCLG and the LCE.



Third Avenue

APPENDIX A - MANAGEMENT BOARD REPRESENTATIVES*

As at 16th June 2006

Name	Organisation
Martin Pilgrim	ALG & LCE Chief Executive
Julia Vernalls	ALG – LCE Lead Director
Geoff Alltimes / Jane West	LB Hammersmith & Fulham
Peter Rogers / Terry Cotton	City of Westminster
Rob Leak	LB Enfield – Chair
Ged Curran	LB Merton
Rob Whiteman	LB Barking and Dagenham
Dave Berry	Society of London Treasurers
Janet Worth	GLA Family
Jonathan Wise	London NHS
Ken Cole	LCE Director (Advisory)
Phil Snowling	Programme Manager, Mouchel Parkman (Advisory)
David Warwick	Deputy Director, Government Office for London and Regional Director for Local Government (Advisory)
Dennis Skinner	IDeA Regional Associate for London (Advisory)
Richard Parsons	London Contracts and Supplies Group (Advisory)

“We have been pleased to work with the LCE and the London authorities in taking forward the drive for cashable savings.”

Peter Quinn

Director, Procurement Agency for Essex

“The LCE has been very supportive in helping us to bring new skills into the area of housing, care and support services.”

Christopher Smith

Housing Care & Support
Department for Communities and Local Government



Third Avenue

APPENDIX B - EXEMPLAR PROJECTS DETAILS AND STATUS

As at 16th June 2006

Project	Brief Detail	Status
Review and guidance on use of Management Consultants	Producing a standard toolkit a knowledge centre with a view to helping authorities reduce direct expenditure on consultants by 10%. Lead: City of London / LB Hounslow.	Active
Modernisation of Energy Procurement	Report, validation of all current arrangements and best practice guidance and new contractual arrangements on purchasing of Utilities in open market. Lead: LB Haringey Now a National Exemplar.	Active
Supplier Accreditation	Report, business case for use of in-house Avalon (LB H&F product) and where supplier evaluation should be undertaken. Lead: LB H&F.	Completed
Integrated Approach to Sustainable Procurement	Report and Best Practice Statements. Lead: LB Camden.	Active
Engaging with SMEs / Economic Regeneration – Buying a Better London	Report and Best Practice Statements building on the OGC work with LB Haringey and City of London. Lead LB Haringey.	Active
Partnerships in Parking	Joint work with private sector and London boroughs / Transport for London, joint procurement exercises. Lead: City of Westminster and partners.	Active
Exploring the development of temporary to permanent housing schemes in the North and West London sub-regions	Business Case currently being developed. Lead: RB of Kensington & Chelsea.	Active
Procurement Training and Skills Development	Modularised training for different aspects of procurement, plus likely pan London contract and new NVQ. Lead: LB Camden.	Active
Postgraduate Qualification in Commissioning and Purchasing for Primary Health, Social Care and Housing in London	New qualification developed in partnership with Oxford Brookes University. Lead: ALG.	Completed
Development of an Insurance Mutual	Development of London mutual following on from business case. Lead LB Croydon. Now a National Exemplar.	Active
Strategic Supplier Initiative	100 suppliers account for over 25% of London's procurement spend. This project seeks to pilot the use of advanced analysis and market intelligence techniques to leverage our position. Lead: LFEPA.	Active
Development of social care procurement information services	A business case for the ongoing development of web based procurement information for social care in London. Lead: ALG.	Completed
Provision of a London Foster Care and Adoption Agency	Pilot for the provision of a local authority foster care and adoption agency for London. Lead: ALG and LB Brent	Active

Project	Brief Detail	Status
Shared storage for London records	Feasibility study to look at the options and business case. Lead: ALG.	Completed
Review of Temporary Agency Staff	Delivery of a toolkit and Knowledge Centre as a means of helping authorities to reduce expenditure on agency staff by 5%. Making this a manpower issue. Lead: LB Havering Now a National Exemplar.	Active
Delivering cashable savings and efficiencies in the delivery of environmental services in London	Following on from a pan London feasibility study, this project is seeking to help authorities make better use of skills / knowledge and leverage savings particularly in the area of waste collection and street scene. Lead: ALG.	Active
One Stop Mobile Assessments (Housing Benefits)	As a part of Project Nomad, this project is looking at the new technologies and their applicability to London. Lead: LB Sutton.	Active
A Status Review of Contract and Relationship Management and Recommendations for Improvement	Following on from an audit of £200M of contracts across 15 boroughs, this project is now developing new capacity and guidance to help authorities bridge identified gaps and resource short falls. Lead: LFEPA.	Active
Partnerships in CCTV	Feasibility study into the effectiveness, coordination and technology deployment of CCTV camera. Lead: LB Lambeth.	Active
Shared Services Review	Pan-London Study of shared services in London. Lead: LCE	Active

Full details on all of these projects and how to apply for funding (public sector only) are available at www.lcpe.gov.uk

“The LCE has been very active in support of better buying and understands the need for collaborative procurement in the drive to deliver improved outcomes.”

David McMeehan

Director of Construction & FM Efficiency Division
Procurement Workstream
OGC

“I believe that the LCE is well placed to deliver against its 2006/7 business objectives.”

Rob Leak

Chief Executive, L B Enfield
Chair LCE Management Board

APPENDIX C - FINANCIAL STATEMENT 2005/6

Financial Statement 2005/6	
Operational Costs (inc employees and accommodation)	£150,969
Programmes Management	£57,023
ICT (inc website development and Contracts Register)	£45,516
Marketing and Publicity	£16,988
Miscellaneous:	
Surveys	£2,637
ALG Management Charge	£31,346
Consultancy	£44,162
Project Funding	£569,482
Total gross spend 2005/06	£917,403
Less income received from events	-£23,050
Total net spend 2005/06	£894,353
<i>Funding carried forward to 2006/07</i>	<i>£2,600,935</i>
<i>ODPM Grant 2006/7</i>	<i>£1,080,000</i>
Total Budget 2006/7	£3,680,935

“As Project Manager for one of the LCE projects, I have found the programmes management support easy to understand and very helpful in managing my projects.”

Mark Brangwyn
ALG, Social Care

“The LCE has done an excellent job in supporting our project and helping us in making real progress.”

Malcolm Davies
Head of Risk Management and Insurance
LB Croydon

London Centre of Excellence (LCE)
59½ Southwark Street
London
SE1 0AL

Tel: 020 7934 9967
Fax: 020 7934 9990
Website: www.lcpe.gov.uk

