

Efficiency News

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Welcome to the thirteenth edition of *Efficiency News*, published by the Communities and Local Government Transformation and Efficiency Division and National Procurement Forum in partnership with PricewaterhouseCoopers.

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The views expressed in this newsletter are not necessarily those of the Transformation and Efficiency Division, the Forum, Communities and Local Government or Government ministers

Efficiency Champion's Notebook

Barry Quirk, Chief Executive at Lewisham London Borough Council, Chairman of Solace and Efficiency Champion, examines how local authorities can realise the benefits of 'the big' and 'the small.'

According to one of the last pieces of writing of the late management guru Sumantra Ghoshal, organisations are “versatile and creative, they are prodigious amplifiers of human effort”. By this he meant that people achieve more through cooperative effort within organisations than they can achieve as individuals through solo working. We all know anecdotally that large organisations have real benefits of scale and capacity. But we also know that, at some point in large organisations, the very scale that is a benefit carries its own costs and disadvantages. At what point do “scale benefits” become “scale disbenefits”? The answer is – it depends.

For example, what is the optimum size for a secondary school? In England just a couple of dozen secondary schools have more than 2,000 pupils – and by all accounts they perform quite well; but I am not sure that there is any evidence that they perform better than schools with just 1,000 pupils. I once taught geography in a 13 form entry secondary school (at the time it was one of the largest schools in England with over 2,100 pupils). Teaching the elements of cartography to 13 different forms of eleven year olds made lesson planning easy; but the effectiveness of my teaching definitely dropped after I had given the sixth lesson on the same subject in the same week!

But Councils and their services have different scale economies, and diseconomies, to secondary schools. Experience tells us that very large organisations can be highly effective; but they can also generate a lot of internalised focus; they can lose their personality and sometimes thereby the willingness of their workers to offer discretionary effort to deliver organisational results.

Efficient organisations are agile and adaptive to the circumstances in which they find themselves. To be adaptive they need to be innovative and flexible. They need to have a “bottom up” approach to change and service development. Front-line managers and small teams of service staff need to be empowered to act. In small teams people see that their effort makes a difference to results. And this is the current challenge – how to get the benefits of small team working and also the benefits of large scale working.

The drive for ever greater efficiencies means that we are bound to look for economies of scale: large scale service commissioning offers great prospects for driving efficiency gains; and perhaps even building ever larger groups of workers can make sense where scale economies (such as those demonstrated in public service call centres by Sir David Varney). If we are to make some 10 per cent of cashable efficiencies across all services over the next three years, consideration of scale economies are inevitable. The management challenge is how to realise the benefits of big organisations without losing the benefits of the small scale.

This was recognised by Sir Michael Lyons in his recent report on the future of local government. He acknowledged that there is not one simple solution to structuring the future of local government: instead he offers a mosaic of solutions. His report argues that ultimately efficiency is about delivering the right priorities, “efficiency in its broadest sense means finding the right local solutions, in light of local needs and wishes and setting priorities accordingly.” That is why it is becoming increasingly important to link the efficiency agenda to the improvement agenda.

News from Communities and Local Government

The Transformation and Efficiency Team review some of the recent events relating to the efficiency agenda for local government.

Business Improvement Package for Local Government

At the end of March, Communities and Local Government launched the Business Improvement Package (BIP) for local authorities - one of the key commitments of last year's Local Government White Paper.

The BIP is central to forward-looking change and service transformation in local government. It is designed to provide councils with strategic guidelines and a variety of tools to help improve customer service. It also addresses a number of efficiency themes highlighted in Sir David Varney's report on service transformation, published as part of the Pre-Budget Report 2006.

The first phase of the BIP provides a coherent and integrated online package of improvement tools that brings together models of good practice from top performing local authorities across four key improvement work streams:

- Business Process Improvement;
- Service Transaction Costs;
- Access Channel Management;
- Collaboration & Shared Services.

In launching the BIP, Local Government Minister, Phil Woolas, said:

“Everyone wants to see improvements to their local services, however in order to deliver the transformed services and value for money that communities want, local authority leaders will have to challenge traditional methods of delivery.”

For Local Authorities By Local Authorities

The Business Improvement Package is a developing resource which brings together the successful components of leading transformation and customer service projects that local authorities are already at the heart of. It links with other existing national and regional sources of support and capacity building to provide:

- Practical resources which have been developed and tested by local government;
- Support for local authorities to get a clear understanding of their businesses including processes, transaction costs and customer preferences - and how to improve them;
- Help in exploiting the opportunities from partnership working and shared service delivery;
- Opportunities for sharing ideas and learning, and capacity building in relevant approaches and techniques.

The initial phase of the BIP also sets out proposals for future support and delivery across local authorities, including work with the Regional Centres of Excellence.

As part of our continued commitment to involve local authorities in the development of the BIP, councils are encouraged to feedback and provide recommendations for incorporation into further developments and refinements of the package over the following year.

Your chance to find out more

An Executive Overview of the BIP can be downloaded free of charge at www.communities.gov.uk/BIP; The practitioner resources can be found at www.bip.rcoe.gov.uk, where you can also find the details of our Local Authority practitioner events which took place in London on 15 May and Manchester on 16 May, and register to receive email updates.

For further information, please email bip@communities.gsi.gov.uk.

Front Office Shared Services Research – Programme Results

The results of a major new Front Office Shared Services research programme are now ready for release.

Communities and Local Government, the Cabinet Office, the Local Government Association and the IDEa joined together to form the Front Office Shared Services (FOSS) project, aimed at identifying best practice and helping to drive improvements across the whole sector.

Transforming the front office is now the focus of major work by local and central government and both the Local Government White Paper and the Pre-Budget Statement, including Sir David Varney's recent review, highlighted the need to improve the experience of the customer.

The overall objective of the FOSS programme, therefore, was to investigate the opportunities for delivering more integrated and efficient local services, involving a range of public bodies, through shared front-office arrangements. The research was designed to test a vision of local public service transformation.

The research phases

There were two main phases to the research programme.

In Phase 1, local authorities and their partners were invited to submit details of current projects where multi-agency front offices were being developed. Although the timescales did not permit a full survey of all activity, the research team also carried out a brief literature review and contacted key national and regional bodies, such as the Regional Centres of Excellence.

Despite very tight deadlines, the programme received over 50 initial submissions covering a wide variety of projects – a testament to the work already underway. From these submissions, a short-list of 26 projects was compiled, from which 16 were identified for detailed investigation, the main criteria for selection being the extent of multi-agency involvement and progress on the ground.

In Phase 2 of the programme, the research team spent time in each of these 16 projects, researching in detail the way in which the projects had been implemented, the benefits they were achieving (both financial and non-financial) and the factors that had helped or hindered progress. During this phase, they were supported by RSe Consulting, who carried out an analysis of financial benefits in a number of the projects, using models they have applied elsewhere for shared services.

The projects and outputs

The 16 projects investigated in detail were:

Braintree Children's Trust, which has been a pathfinder, creating a single referral point for children's issues involving Essex County Council, the local Primary Care Trust, Braintree District Council and Essex Police.

Bury St Edmunds Public Service Village, which is a new concept in public service accommodation that will replace a geographically dispersed assortment of buildings currently used by the Borough Council and County departments in West Suffolk.

Derbyshire Partnership, which offers a joint portal for the county, districts, police and fire & rescue services, including a shared A-Z and e-recruitment service.

Dorset For You, which provides a single web portal for citizens across two tiers of local government and has allowed the individual partners to close their separate sites.

e@SY Connects, South Yorkshire, which makes use of the Internet, touch screen kiosks, mobile phones and Digital TV to offer information and services from a range of agencies.

Kent Gateway, which is delivering public and voluntary services from a shopping mall location using a 'retail' approach.

London - Report IT, which allows citizens from any London Borough to report street related problems that are automatically directed to the appropriate authority for action.

North Lincolnshire - Fresh Start, which takes a multi-agency approach to improving the well-being and social inclusion of older people and their carers.

North Somerset - For All Healthy Living Centre, which has brought together a wide range of service providers in one location to serve an area of social need and to empower the local community.

Northumbria 101, which provides an integrated response to a range of non-emergency calls and involves all councils in Northumbria and the police.

Rushcliffe - First Contact, which signposts services between a range of agencies, including the voluntary sector, and is based on a 10-question checklist completed by frontline staff when they visit an older person.

Staffordshire Moorlands Councils Connect, which allows a range of partners to deliver services face-to-face via three one-stop shops, using highly trained staff and a shared CRM infrastructure.

Sunderland - Bunny Hill, which brings together a wide range of different services in one place to support one of the most deprived neighbourhoods in the area.

Tameside and the Pensions Service, which allows a joint team to deal with a wide range of benefits through home visits and the council's customer service network.

Worcestershire Hub, which enables services from the county, city and five districts, as well as the police and Jobcentre Plus to be accessed face-to-face, by phone or via the Internet.

Working Better, Together at Braintree, which is bringing together the district and county in a joint office and customer access facility and is exploring a pan-agency approach with a wider set of partners.

The programme governance

The programme was managed by a Programme Board, which involved each of the sponsoring organisations, supported by representatives of the research team. An external Reference Group, comprising senior figures from local government and key central government departments, provided expert input into the research and was involved in major decisions, such as shortlisting the projects for detailed investigation.

The results of the programme

Full case studies for 16 projects, as well as an overview summarising the lessons learnt and a list of all the original submissions, will be available later in May via the IDeA Knowledge website at www.idea.gov.uk. The recently launched Business Improvement Package also contains key points from the project at <http://bip.rcoe.gov.uk/rce/core/page.do?pagelid=28659>.

Meanwhile, on the 22nd and 23rd May a two-day national conference will be held in London, with Angela Smith MP, James Purnell MP and Sir David Varney as keynote speakers. The conference will showcase existing and emerging good practice in transforming services. For details of how to register, go to <http://www.idea.gov.uk/idk/core/page.do?pagelid=5829840>.

Policy Focus – Social Housing

The establishment of local housing procurement consortia across England is intended to achieve efficiencies by making available to social landlords more effective and economical arrangements for the procurement of goods and services.

A National Change Agent 'NCA Housing' managed by Davis Langdon was appointed in 2005 with a remit to help social landlords set up procurement consortia. NCA Housing provides support and advice in the early stages of the formation of consortia, facilitates the provision of specialist consultant support and makes recommendations to Communities and Local Government on bids for grant support from an 'Efficiency Challenge Fund' set up for the purpose. The grants meet 75% of the costs of preparing a business plan and specifically identified costs associated with its subsequent implementation.

To date, NCA Housing has helped set up 10 consortia, covering 908,000 dwellings and a spend of £4.3bn to 2010/11. The members of these consortia are aiming to save around £400m from these changes to procurement practices. Seven more groups of landlords are currently working up plans to form consortia.

The initial focus of the consortia has been the achievement of the Decent Homes Standard in its housing stock. Efficiency savings are being sought by reducing the cost of work undertaken and the cost of administering those works, not by reducing standards or work quality. The money saved is available to consortium members for further improving the stock. In addition, the capital works expenditure is being used to build capacity in local construction labour markets, by targeted training. In this way, the efficiencies made are sustainable and deliver long-term benefits.

While a number of consortia are forecasting worthwhile savings but are still at a planning stage, the first wave are now beginning to deliver actual savings from contracts.

One example is GM Procure, which comprises 10 landlords (RSLs and ALMOs) in the North West. The consortium has around 195,000 housing units and a spend of £500 million. Initial forecasts by the consortium were for 29% gross cost savings over previous costs by March 2007, to sustain savings to 2010 after 50% of the construction price index was taken into account and to achieve 98% cost predictability by March 2007.

GM Procure is now reporting actual savings for its members after taking account of the costs of running the central organisation of the consortium. Figures show 48% savings on bathrooms, 33% on doors, 28% on windows, 27% on heating systems and 13% on kitchens. Overall, the consortium is achieving 31% percent saving, net of costs, across its various clients and work streams.

Another consortium is 4 South Yorkshire, previously known as the South Yorkshire Decent Homes Efficiency Forum. This consortium comprises four ALMOs in Barnsley, Doncaster, Rotherham and Sheffield. It has a total of 120,000 homes, with total spend of around £1.4bn. It is improving performance through e-auctions, value engineering, new partnering agreements and from sharing existing resources to work more effectively. The efficiency savings expected from these initiatives are £58 million over the duration of the decent homes programme.

As the benefits begin to be realised by these trailblazing consortia, we expect many more social landlords to consider this approach. In less than two years these arrangements have been taken up by landlords covering nearly a quarter of all the social housing in England. We expect the pace of change to be maintained over the next few years.

For further details on this article please contact peter.wycherley@communities.gsi.gov.uk

Policy Focus - Fire

Collaboration and the revising of shift patterns are helping Fire and Rescue Services (FRSs) to continue to deliver efficiency savings against a background of modernisation.

In the Spending Review 2004, Fire and Rescue Authorities (FRAs) were set a target to achieve £105m in cashable efficiency gains by 2007/8. This equates to 17% of the wider £620m efficiency target for local authorities.

Fire efficiency is a key part of the wider FRA improvement agenda aimed at creating a more effective and efficient Service that saves more lives. The key delivery agents are locally accountable FRAs, which face a number of challenges including sensitive industrial relations and small capacity in comparison to their Local Authority neighbours.

Fire and Rescue Authorities face the additional challenge of meeting their efficiency targets while continuing to modernise. Since the White Paper "Our Fire and Rescue Service" of June 2003, the Fire and Rescue Service has been undergoing a major modernisation and change programme focussed on placing fire prevention, as well as emergency response, at the core of their business. One of the

most critical aspects of the modernisation agenda has involved the removal of prescriptive national standards of emergency fire cover, which specified the number of crew and appliances which had to attend each fire as well as a range of other constraints, with a move to a risk based approach. The introduction of Integrated Risk Management Plans which enables FRAs to analyse the risks facing their local communities and deploy their resources accordingly, freeing up time and resources to be redeployed, has been an essential building block to enable FRAs to deliver value for money to their communities and consequent efficiency gains.

In line with Local Authorities, FRAs are required to submit Annual Efficiency Statements (AES) to Communities and Local Government to outline the strategy for securing future gains and to set out efficiency gains realised in the past financial year. AESs submitted to date indicate that FRAs are on track to meet the £105m target for 2007/8 while improving outcomes for local people. Statistics show that there were 227 deaths in accidental dwelling fires in 2005/06. This is down by 7 deaths from the final 2004/05 total of 234 deaths.

There are several areas which are yielding the largest efficiency gains. These include:

- **Revising shift patterns/crewing arrangements.** For example, **Greater Manchester** introduced new crewing arrangements on 1st January 2006, which have resulted in a cashable efficiency gain in the year to 30th September 2006 of £1.4 million. **Gloucestershire** carried out an operational risk assessment and a cost benefit analysis which amalgamated into the re-structuring of Cirencester's crewing arrangements. This saved Gloucestershire £137,000 in 2006/07 and allowed for the more effective use of both wholetime and retained firefighters.
- **Collaboration.** Somerset National Chief Fire Officers Association collaboration on the development work to implement the Fire Safety Order (by establishing a small group of specialists to complete work) is estimated to have a total input of 3 years work for one person. Had a national working party not been set up, each FRA would have had to commit this resource at Group Manager level costing circa £188,000 including on costs. Efficiency assumes each FRA contributed 0.5 FTE to the project (£28,000).

The challenge now is to sustain this momentum, both in terms of the efficiencies being made and in terms of continuing to save lives and prevent arson.

For further information on the contents of this article please contact Talia Watson on 020 7944 4509.

Update from the Regional Centres of Excellence

Run by local government for local government, the Regional Centres of Excellence (RCEs) play an essential role in transforming council services. With a growing reputation for achievement and success, the RCEs are helping councils up and down the country to secure millions of pounds in efficiencies that can be re-invested in front line services.

Next phase of RCE Procurement Programme agreed

Swapping contracts data between each RCE, publishing the best deals to help councils cut major areas of spending and reducing the cost of construction fittings and fixtures and a number of financial services form the basis of the next wave of the RCE Procurement Programme.

Regional Directors and the Chief Executives' Task Force have agreed these projects which will form the backbone of the RCE Procurement Programme until March 2008. They build upon the first wave of the programme which has seen significant progress, including:

- Promoting best procurement practice in postal services, temporary staff and consultancy/professional services;
- Collective quick wins such as major e-auctions and the development of care service costing models;
- Success from major initiatives such as construction frameworks that have been implemented in a number of regions;
- Commissioning new projects to fill major gaps in knowledge such as the largest-ever analysis of local authority spend and a common procurement classification.

The next phase of the programme stems from an awayday held earlier this year for RCE staff to identify and agree the priorities for the medium term. Each project will be underpinned by a detailed project plan and kept on track by project management principles.

A key theme of the medium term programme is the need to capture, collate and promote the best deals around and support local authorities in their efforts to migrate their spend onto these contracts. The focus will be on contracts in major areas of external spend including building construction, adult care, waste management, children's services and corporate services.

Adult Social Care

An innovative project funded by the East of England Centre of Excellence examining the Floating Support market across the Essex sub-region has realised a number of benefits including:

- Securing cashable savings on existing base contracts worth £1.2 million a year or £6 million over the life of the five year contract;
- Protecting core support hours in each district to the tune of an extra 20 per cent;
- Rationalising contracting and commissioning arrangements;
- Creating greater economies of scale for the provider;
- Using the service specification and tendering process to help target services to the right people.

Potential future initiatives include the development of an accredited short training course for strategic commissioning and the rationalisation of contracts across Supporting People and Social Care departments in the Eastern region.

Children's services

Ten South West authorities expect to achieve higher quality placements and better value for looked after children and children with special educational needs by joining the Cross Regional Placement Database (CRPD). Administered by Hertfordshire County Council, the CRPD provides an internet based 'matching engine' to help placement finding and forms the basis of a mutual quality monitoring and fee consultation process. It is expected that it will deliver around £1.25 million efficiency savings over five years in the region. The work to evaluate the CRPD, train personnel in its use and fund the initial membership costs were carried out under the Children's Services Programme of the South West Centre of Excellence.

Commodities, goods and services

Manchester Conference Centre will be the venue for the North West Centre of Excellence's Bargain Hunt II event on May 21 2007. The Centre will reveal potential savings of at least £100 million to delegates in areas such as recruitment, IT hardware, construction, transport and social care. This year's event is expected to attract around 200 delegates as experts highlight the keys to unlock potentially significant procurement savings.

The Centre has also launched two new initiatives to promote savings opportunities in the region. Top 10 Savings Opportunities has been put together to help councils spot at a glance efficiency savings they can make. Procurement cards, IT hardware, e-auctions and postal services are just some of the opportunities that are highlighted in the Top 10. For example, the document highlights the potential to make savings of around 30% on total spend in IT hardware, savings of up to £200,000 a year on postal costs and 55 better rates for travel by using specific framework agreements.

The Centre's 'Framework of the Week' initiative aims to save local authorities time and money on a range of products and services. Some of the frameworks highlighted so far have featured savings to be made on tyres and associated services, vending and dispensing equipment, agency staffing, personal protective clothing and light vehicles.

On 2 May 2007, the West Midlands Centre of Excellence hosted its Bargain Hunt event in association with OGCBuying.solutions to explore ways of realising savings through procurement. The event will also mark the official launch of the region's Procurement Hub.

The West Midlands Regional Postal Services meeting took place on 2 March and there are clear indications that it's possible for many authorities to change their current contract arrangements which could generate savings in the region of 21 per cent. Workshops across the Midlands to explore efficiencies in insurance services have concluded that the best way forward is to adopt a 'cluster consortia' approach. A task group of insurance specialists will shortly be established to analyse the issues in more detail.

Shropshire County Council has been making great in-roads with their 'Increasing Efficiency from Grower to Eater' project which aims to make better use of local food produce and networks for school meals. With funding from the West Midlands Regional Improvement and Efficiency Partnership, Shropshire wants to trial their proposals for local food collection hubs and is working cross-regionally with the Regional Sustainable Development Officers network, the Sustainable Food Procurement Officers network and DEFRA.

In response to the Government's Sustainable Procurement Action Plan and in of support the RCE national work stream on sustainable procurement, the East of England Centre of Excellence is undertaking a project to:

- Make a baseline assessment of sustainable procurement activity in the region.
- Bring local authorities in the region up to date with the Sustainable Procurement Task Force's Action Plan 'Procuring the Future' and to raise awareness of its flexible framework tool.
- To assess the support needs of local authorities to progress sustainable procurement and to find out what regional stakeholders such as the Government Office, RCE East and the regional practitioners group might contribute in terms of future resource and help.

The research is being carried out by Global to Local and a final report is expected in mid May.

The Yorkshire and the Humber Centre of Excellence has agreed to part-fund a project for 'procurement as a shared service' across the region while a bid for the remaining funding has been submitted under the Beacon (Round 7) Peer Support Application. The project consists of the following options:

- Joint contracting arrangements/business intelligence;
- Helpdesk for the regional supplier and contractor management system (SCMS);
- Combined procurement back office support;
- Project management;
- Consultancy/specialist support;
- Single shared procurement service/unit;

If successful, authorities in the region will be able to choose to have some or all of their procurement functions handled centrally. The project aims to realise efficiency savings, benefit authorities who are unable to progress their procurement strategies and most importantly to free up much needed capacity in smaller authorities in the region.

Supported by the East Midlands Centre of Excellence and the Office of Government Commerce, a group of 14 East Midlands local authorities have launched an agency staff framework designed to procure a managed temporary agency staff service. The Eastern Shires Purchasing Organisation was engaged to help the partnership in the procurement process. It is estimated that the combined spend of the councils currently participating in the framework is around £4 million a year and cashable savings of up to 10 per cent per annum could be realised.

For further information, please contact Jon Milton of Commensura on 01582 692599.

Corporate and transactional services

The South West Centre of Excellence is drawing together guidance on Business Transformation which aims to provide a one-stop resource for local authorities, consultancies and providers. The guidance will signpost and explain when and how to use the wealth of existing material already available on the internet from organisations such as CLG, 4ps, IDeA, OGC and the RCEs. In this way, it aims to complement other initiatives and guidance. Taking a layered approach, the guidance will be useful to senior executives and newcomers to business transformation, as well as to experienced practitioners. It will be available in draft form from April.

It has long been a complaint from Local Authorities that good practice in public sector Business Transformation is 'hidden' in multiple websites. It's also time consuming to digest and difficult to understand 'when and how' it should be applied. Guided by Local Authorities, Centres of Excellence are developing a single source of comprehensive guidance to where information and tools may be found and how they can best be used. The development work is also supported by the Improvement & Development Agency. The prototype guidance is currently being reviewed by the sector. It covers the gamut of transformation, from focussed improvement on discrete services through to multi-agency sharing and combinations of both.

The guidance will extend CLG's Business Improvement Package (BIP) and provide a single landing site for councils seeking guidance on Business Transformation. It will evolve overtime as more material

is developed and released.

For further information, please contact Julian Morley, SW RCE on 01305 757 230

Meanwhile, an event on Process Improvement, co-hosted by the West Midlands Regional Improvement and Efficiency Partnership and CLG, was held in Birmingham on 10 May. CLG provided an update on the National Process Improvement Project and the region's flagship Business Process Improvement initiative was launched. Participants heard about forthcoming training in systems thinking and managing successful programmes, diagnostic work on needs analysis, access to a national database on the transformational landscape and hands on support via the BPI team to develop process improvement capacity. The keynote speaker was John Seddon of Vanguard who gave a presentation on lean thinking and shared services in the public sector.

East Midlands authority, Bassetlaw District Council has an excellent track record when it comes to Direct Debit take-up campaigns attracting a string of national awards for their innovative work in this area. The council shares its campaigns with authorities across the country to promote good practice and to generate significant print savings. For its 2007 Direct Debit campaign, Bassetlaw is featuring David Dickinson, not to suggest that council tax is as 'cheap as chips' but to promote payment by Direct Debit is a 'bobby dazzler idea!'

Bassetlaw also supports authorities' in terms of marketing strategies, including:

- Multi-date or later-date Direct Debit take up;
- Telephone sign up;
- Armchair payment promotions;
- Direct Debit lifeline offers at reminder and summons stage;
- 12 month as well as ten month take up.

If you are interested in promoting Direct Debit take up and would like to join this innovative project, please contact: andrew.burton@bassetlaw.gov.uk

Due to excellent feedback received from member authorities, the Yorkshire and the Humber Centre of Excellence will be running another course on Transformational Government. The course consists of eight half day sessions and is formally accredited by the Leeds University Business School and City and Guilds to postgraduate level. A membership in Transformational Government is awarded by City and Guilds to successful candidates. Register now to avoid disappointment!

The South East Centre of Excellence has produced comprehensive legal guidance covering employment and governance issues for shared services. It's been produced in response to the differences found in the terms and conditions of staff performing the same or similar roles but employed by different authorities. There may be considerable implications for authorities if harmonisation is initiated in a partner environment. The guidance can be found on the [Centre's website](#).

In association with the North West e-Government Group, the North West Centre of Excellence is about to launch a shared services programme for the region. The Programme Board had its first meeting in January and is aiming for an early summer launch. It is the first of its kind for the region and it aims to encourage and guide local authorities to consider the possibilities and options for

implementing shared services across a range of service areas. A guide to shared services is being prepared which will be released at the launch of the programme.

Environmental services

Two councils, Surrey Heath BC and Rushmoor BC, are working with the South East Centre of Excellence on a detailed project plan for a joint contract for waste collection, recycling and street cleansing services. It follows a feasibility study funded by the Centre which found that a joint contract was worth pursuing in terms of service delivery and financial efficiency. It was recognised that successful joint working on refuse and recycling required the right fit between partners and a mutual joint interest. The Centre is providing project management to support the collaboration which is the first of its kind to take place in the South East.

Residents in Newark and Sherwood District Council will soon see brand new refuse collection vehicles (RCVs) on their streets thanks to an innovative joint procurement exercise by seven councils in Nottinghamshire and supported by the East Midlands Centre of Excellence. The county's district, borough and city councils identified a collective requirement for RCVs and in 2005 formed a partnership of representatives from each waste collection authority. Faun secured the right to provide 27 RCV's in the first year of the contract, with a possible extension of up to two years based upon performance. Newark and Sherwood is the first council to take delivery of the vehicles. Annual efficiency savings of around £150,000 are expected.

The West Midlands Waste Summit which took place at the end of February was a major success with over 100 people attending from both the public and private sectors. Feedback suggests that a huge leap in the right direction has been made by creating strong communication channels between the public and private sectors. Another key area was the speed of technological change and it is clear that sustained contact with local authorities will allow businesses the opportunity to demonstrate advances in technology. Participating organisations are due to meet shortly to discuss the next steps.

The LIFT South West Partnership (managing the efficiency and improvements programmes in the South West) has given the go ahead for the South West Centre of Excellence to invest in a cross regional resource to co-ordinate the supply-side of waste management in the region. Local authorities in the South West manage almost three million tonnes of waste a year at a cost of £300 million and the project will play an important part in realising the forecast efficiency gains of £8.4 million for 2006/2007. The initiative also aims to make the case for a sustained regional resource in the supply-side of waste management.

Local public transport

The North West Centre of Excellence's national lead on transport has taken several steps forward. One of the most important advances in the project has been the creation of a taxi group to examine various options for efficiencies. The group met for the first time in February to see how the London Borough of Hillingdon has used e-procurement and reverse auctions to drive down taxi contract prices for special educational needs work. The group, made up of around two dozen transport co-ordination professionals from around England, also explored other taxi procurement options and is now looking at a variety of models that can be drawn together into a toolkit on taxi procurement options.

Productive time

The Derbyshire Transformational Partnership has published the Location Independent Working (LIW) toolkit designed to showcase the implementation of independent working practices such as hot desking, home working and remote working. It aims to help local authorities understand the costs, benefits and challenges and includes a business case template to help councils identify the cashable and non-cashable savings, the project selection criteria and help with implementation. The project builds on the outcomes of the national NOMAD project and was grant funded by the East Midlands Centre of Excellence. Project details and the toolkit can be downloaded from the [EMCE website](#).

General

As more and more projects funded by the Yorkshire and the Humber Centre of Excellence reach completion, the Centre is planning two one day events to roll out the learning from these to the rest of the region in a bid to encourage their take up. The sessions will consist of presentations from the project managers who will set out the problems faced and how they were overcome plus a question and answer session. The Centre's projects are funded on the basis that they are either collaborative arrangements or that they can be replicated by other authorities.

Also in Yorkshire and the Humber, a recruitment portal for the North Yorkshire sub-region has proved successful since its launch having received just under 60,000 hits in its first seven weeks. The portal advertises job opportunities in both the public and private sectors in the region and the next stage is to set up a new service where potential candidates are notified of suitable vacancies. It also promotes e-learning packages including modules on Health and Safety, customer services, ICT, data protection and freedom of information, equalities and induction. Uptake of the learning packages is tracked and employee records are updated automatically.

THE new-look web site of the North West Centre of Excellence is proving to be a hit. Since it was launched in January, the number of visits to the site has been increasing – almost 230,000 hits were recorded in February compared with 202,000 in January. Analysis of the hits and pages used has revealed some useful information – peak times for visits are Monday and Friday afternoons and the Centre will be in future releasing important news and announcements on the site at these times to ensure maximum audience capture.

East Midlands Centre of Excellence is delighted that High Peak Borough Council won the LGC's 'Council of the Year Award'. In fact, the award was shared between two districts demonstrating that any authority, irrespective of its size, can deliver excellence and innovation. The judges were impressed with the ambition and resourcefulness of the council which places an emphasis on efficiency and value for money. High Peak is working with the Centre to showcase good practice and a case study has been published on the Centre's website detailing efficiencies realised from a change in cash collection procedures.

Focus on North East RCE

The North East Centre of Excellence is funding training and business techniques qualifications in order to enhance the ability of public service employees to deliver efficiency gains.

All 25 councils and various other public sector organisations in the North East Region continue to engage with the North East Centre of Excellence (NECE), making the most of the wide range of opportunities that we now provide. Many authorities are involved in NECE funded or supported collaborative projects, take part in various workstreams and networks, have undertaken NECE funded training opportunities and around 1200 people now receive the NECE weekly e-bulletin.

In the past 18 months work has continued to focus around the 6 priority programme areas previously identified by stakeholder feedback and by the Regional Chief Executives Symposium. These are: Shared Services, Health & Social Care, Environment & Waste Management, Capacity & Skills, Collaborative Procurement and Built Environment.

A third annual stakeholder survey took place in September 2006 to continue to gauge stakeholder views on NECE with very encouraging results. Headlines included:

- 86% LA respondents agreed NECE influenced their thinking on procurement;
- 75% LA respondents agreed NECE was a resource for procurement;
- 81% LA respondents agreed NECE influenced their thinking on efficiency;
- 66% LA respondents agreed NECE was a resource for efficiency;
- 75% LA respondents agreed their interaction with NECE had improved;
- 96% LA respondents agreed that overall support from NECE is good;
- 89% LA respondents agreed that NECE communicated well;
- 89% LA respondents agreed the NECE Weekly News Update was valuable.

Focus on NECE Capacity & Skills Programme

Funded Training

A training needs analysis focusing on procurement and efficiency was carried out with the 25 North East local authorities last year. This resulted in the development of a 3-month pilot programme of one-day procurement and change management related workshops. All workshops have been fully subscribed and very well received. A full evaluation of the pilot programme has taken place and been used to inform the development of a revised rollout training programme consisting of those courses which have proven to be of most value to participants. The subsequent programme is about to be procured for delivery between September 2007 and February 2008. NECE has also made funding available to local authorities for NVQ training in procurement. 15 authorities have taken up this offer with 55 officers acquiring NVQ level 3 or 4 in Procurement/Supply Chain Management.

Business Improvement/Service Excellence Techniques (BIT)

Following a very successful pilot based in the North East region, the Business Improvement Techniques roll-out has gained considerable pace.

The aim of the pilot was to develop and deliver 5 pilot projects in local government clerical and admin teams that would integrate learning, by working towards NVQ level 2 in Business Improvement Techniques, with measurable improvement in both personal and organisational effectiveness. So

successful were the pilot projects, achieving efficiency gains of on average £6600 per participant and 100% NVQ achievement, that funding was secured to extend the programme to a further 800 places in the North East.. The majority of these places have been allocated to 19 of the 25 NE LAs and 2 of the 4 Fire and Rescue Services, and the implementation is underway. In addition 500 places have been secured for implementation across the other regions through the Regional Centres of Excellence. LAs outside of the North-East interested in participation should contact their RCE.

An additional opportunity has recently arisen to develop another complimentary BIT programme that relates to Front Line Employees. Five pilot projects within Local Authorities in the areas of Highways Maintenance and Waste Management Operations are to be undertaken before July 2007, which if successful could lead to the scheme being extended to other service areas such as Refuse Collection, Street Cleansing and Grounds Maintenance. This is currently being explored and a proposal developed.

In response to the success of the BIT programme, plans are underway to train key personnel within the local authorities and NECE, to continue delivery of the programme via a train the trainer system. A Foundation Degree in 'Leading Operational Excellence' has also been developed by Nissan Productivity Institute, Sunderland University and Gateshead College in partnership, and NECE is funding 10 to 12 places on the degree course and train the trainer programme, which will commence in September 2007.

For more information regarding any of the above please contact Julie Brown, Programme Manager (Efficiency), NECE.

julietbrown@gateshead.gov.uk or 07917813667

Further project information and NECE news can be found on the NECE Website: www.NECE.gov.uk

Focus on London RCE

The London Centre of Excellence's Commissioning Toolkit for the Procurement of Consultancy and Professional Services is helping to ensure that public sector bodies get the most appropriate and relevant advice at the best possible price.

On 24 January 2007, the London Centre of Excellence (LCE) launched the products and services of the LCE Consultancy and Professional Services Project. These include the Commissioning Toolkit, the Electronic Knowledge Centre (EKC) and the Training Programme.

The use of Consultants in the public sector has grown rapidly in recent years and has been subject to critical coverage by the media. With an estimated expenditure of £170m across London in 2004/05 and an upward trend in utilisation of consultants, local authorities have a responsibility to ensure that this level of expenditure provides value for money.

To address this area and support local authorities identify areas where they can reduce their spend, the LCE has funded this project which has delivered a portfolio of products to meet this requirement through a number of approaches.

Led by the City of London and the LB Hounslow, this project has developed a suite of products offering local authorities in London the opportunity to improve their approach to commissioning

Consultancy and Professional Services, enabling the delivery of efficiency and direct cost savings in this area. The project delivers benefits and improved value for money through:

- improved understanding of how much, where and which consultancies are being commissioned by local authorities
- improved specification writing, commissioning and evaluation
- improved performance management
- reduction in costs from improved negotiation and market intelligence
- increased opportunities for collaborative working
- improved relationships with suppliers

The publication of the National Audit Office (NAO) Central Governments use of Consultants (December 2006) report further endorsed the need to improve performance and identified other areas to improve.

The publication of the NAO report, the increasing public profile and the consequent need to improve value-for-money and roll out the products from phase one generated a need to continue the project.

In March 2007 the LCE awarded funding to the LB Islington to deliver phase two of the project. Along with rolling out the products from phase one, phase two will also develop:

- spend category strategies; and
- pilot the concept of an internal brokerage to support, amongst other activities, the writing of robust business cases and assessing whether internal resources can be utilised instead of consultants.

Consultancy Commissioning Toolkit: The aim of the toolkit is to assist in raising awareness of the issues and activities that need to be addressed to realise efficiencies, value for money and cashable savings from commissioning consultants. It also provides practical guidance and resources that will support the review of the approach, procurement process and management and evaluation in commissioning consultants. This will support the delivery of an efficient and successful outcome.

Buying Consultancy Services Workshop: provides training to develop the specific skills required to commission and manage successful consultancy assignments.

Consultancy Knowledge Centre: A web-base database that creates the opportunity for sharing information and data on commissioning consultants in a secure environment, that in turn provides supplier benchmarking and market intelligence with a view to reducing direct costs.

More information on the toolkit and associated products and services can be found on the LCE website (www.lcpe.gov.uk).

For more information on the work of the Centres access their websites or contact them through our national website gateway www.rcoe.gov.uk

News Round Up

New Structure for Waste PFI

The Department for Environment, Food and Rural Affairs (Defra) has announced details of a new process for local authorities applying for waste PFI credits.

The new system will include discrete application windows for credits, similar to those used in other government departments, rather than the current 'first come first served' system. The aim of the new system is to make it easier for Defra to assess the relative merits of each application for credits. Other changes to the system include:

- The requirement for local authorities to complete a new Planning Health checklist when submitting their outline business case for PFI credits;
- Eligibility for credits will be based in part on compliance with published PFI criteria, and in part on additional criteria designed to enable a managed pipeline of investments to be procured.

The first of the six monthly award rounds will begin in March 2007. Full details of the new scheme are available in the letter sent by Defra to local authorities

which is posted on the [Defra website](#).

Defra, 08/02/07

Telecommunications Procurement Standards and Guidelines

The Office of Government Commerce (OGC) has announced that the Department for Education and Skills (DfES) is to take part in a pilot of the Procurement Capability Reviews programme.

The aim of the review programme is to increase the quality of procurement across central government. The pilot scheme will involve a small team of experts in procurement and programme and project management working with the DfES to assess whether they have the capability and capacity to deliver procurement which offers value for money now and in the future.

This will take place in March and the results are due to be published in April.

OGC, 23/02/07

PFI Tendering Report

The National Audit Office (NAO) has published a report outlining suggested improvements to the PFI tendering process.

Problems identified with the current tendering process include:

- Value for money is most at risk during the final stages of negotiation with a single, preferred bidder when the competitive process has finished. Between 2004 and 2006 this stage lasted 15 months on average and included significant scope and specification changes (on average upwards or downwards of 17 per cent);
- Due to the length and cost of tendering, PFI projects are receiving fewer bids than in the past. 85 per cent of PFI projects that closed prior to 2004 received three or more bids. For projects that closed between 2004 and 2006 this reduced to 67 per cent.

The report recommends the introduction of more testing targets for PFI projects, improvements to project management and better use of expertise across Government.

The report can be viewed in full on the [NAO website](#).

NAO, 08/03/06

Launch of National Programme for Third Sector Commissioning

partnership with the Office of the Third Sector in the Cabinet Office.

third sector organisations can bring to the delivery of services.

The Improvement and Development Agency (IDeA) is to deliver the National Programme for Third Sector Commissioning in

This is a £2 million programme which will involve working with 2,000 commissioners from the public sector to promote the benefits that working with

Cabinet Office, 14/03/07

Case Study – Nottinghamshire County Council and Robert Woodhead Ltd

A partnership between Robert Woodhead Ltd and Nottinghamshire County Council demonstrates that Small and Medium Enterprises (SMEs) can adapt to change and deliver real value to public sector partners.

In 2003, Nottinghamshire County Council (NCC) chose Robert Woodhead Ltd to deliver a four-year programme of school extensions, refurbishment, repair/maintenance and DDA work across the whole of the county.

Woodhead sought to achieve a long term relationship founded on excellent customer service, project delivery and mutual respect. The partnership addressed the key drivers for change identified in The Egan Report and also the development of a culture of performance measurement.

Both organisations dealt with significant challenges both in-house and in relation to each other. Management buy-in and enthusiasm led to the development of an effective joint training programme.

The Benefits to Woodhead and NCC

Woodhead's involvement in the partnership has led to the company seeing some very positive changes in how it does business. Woodhead now offer project management and construction expertise at the start of each project and the need to address KPI's has led to the adoption of lean construction methods, which have delivered improved turnaround times and reduced waste. Contractors have embraced standards such as ISO and Investors in People and invested in modern methods of construction.

NCC now recognise that obtaining the lowest price through aggressive tendering rarely leads to client satisfaction and the supply chain now focuses on best value and client satisfaction as opposed to lowest cost.

The Results

Woodhead helped NCC to deliver its Children's Centres ahead of deadline and in return secured extended agreements for the last 3 years based on their excellent performance.

Di Kingaby, NCC's Children's Centres Development Manager says: "We are delighted with the way Woodhead delivered these projects on time and on budget". Martin Print, Consultant to Constructing Excellence specialising in KPIs and benchmarking, commented: "The benchmark scores for

the Oaktree Lane Children's Centre project were among the best I have seen. It's rare for companies to achieve such exceptionally good all-round performance".

Woodhead Managing Director, David Woodhead says: "We have been given the chance to see that having an open-minded, can-do attitude can dramatically improve partner buy-in and project delivery. We will also be taking our experiences with lean construction and applying what we have learned to all future projects and other partners".

To read the full case study visit <http://www.emce.gov.uk>

Lost in Translation – a View from the Third Sector

Margaret McLeod of Voluntary Sector North West examines what happens to government guidance when it reaches the voluntary and community sector working at a local level.

The voluntary and community sector often finds itself at the focal point for discussion by national government when it talks about public service delivery and communities. The Third Sector Review Interim Report¹ identifies the sector's unique contribution – "its focus on the needs of service users, its knowledge and expertise to meet complex needs and tackle difficult social issues, its potential to be flexible and offer joined up services, its capacity to earn users' trust and its ability to innovate about public service delivery". The same report sees working with the third sector as a part of building strong and connected communities.

In terms of both funding the sector to provide services and involving it in shaping services, there are clear messages from national government. Treasury Guidance to Funders² says that there is no reason why procurers should disallow full cost recovery and that VCS organisations should not be allowed to subsidise public services. It also says that funding should nearly always be for more than one year. The Department of Health Third Sector Commissioning Task Force report³ outlined the role that the sector can play in shaping the services that are commissioned.

So what happens to these messages and guidance when they reach the local authority level? From the voluntary and community perspective it seems sometimes that either the guidance has not been heard of, or if it has, not at a level which will influence their funding or how services are developed. Community Empowerment Networks were a central government initiative, funded to develop community empowerment and engagement at a local level using the voluntary and community sector. Since they became part of Local Area Agreements some now struggle to get their role recognised and very few of the 21 in the North West are funded for more than twelve months; leaving the local networks they created with an uncertain future.

¹ The Future Role of The Third Sector in Social and Economic Regeneration: Interim Report, HM Treasury, December 2006

² Improving Financial Relationships with the Third Sector: Guidance to Funders and Purchasers, HM Treasury, May 2006

³ Report of the Third Sector Commissioning Taskforce: Part II Outputs and Implementation, Department of Health, July 2006

Tendering to deliver services with full cost recovery (FCR) can be problematic. Although FCR is now widely heard of; an organisation can be told that the service cannot afford to be funded on that basis. Anecdotal evidence includes an organisation being told that the local authority had to pay its staff pensions, and did not see why it should be funding voluntary organisation pensions as well!

With the development of more integrated health and social care services, a move towards a common approach to commissioning would benefit the VCS. However, if commissioning is to be the way forward then commissioners need to talk more to a wider range of potential providers, to enable them to understand commissioning and how they can engage with the process. Halton LSP is about to do this with their local VCS. Some organisations are very small and do not have the capacity to bid and it is suggested that smaller organisations could form partnerships with larger ones who would bid on their behalf. However, historically, the sector has always been very competitive with itself and therefore has to change its culture if it is to come together in this way, without the larger organisations being seen as predatory.

It seems to me that central government messages and guidance do not always translate well locally. This is partly I feel because sometimes central government has a very simplistic view of the VCS, and local authorities are not fully aware of its wide expertise and experience.

However, the Local Area Agreement model has provided an opportunity for a range of VCS organisations to work closely together with local authorities to shape with partners the services and needs of local people. Perhaps better support by local authorities for the VCS to engage with this model would increase benefits and understanding for all partners.

For further information, contact Margaret McLeod, Development Officer at Voluntary Sector North West on 0161 276 9303 or margaret.mcleod@vsnw.org.uk Further information on Voluntary Sector North West can be found on their website at www.vsnw.org.uk

Tinkering to Transforming – Time to move to the next level

Nick Sewell and David Gimson of PricewaterhouseCoopers LLP's Government and Public Sector Practice argue that local authorities need to fundamentally re-think traditional notions of efficiency in order to continue to deliver savings.

Efficiency, anyone in local government will tell you, is nothing new. Successive governments have imposed expectations that the local authority sector will spend less and get more for their communities. Councils are used to managing financial uncertainty and have been subjected to a host of central initiatives, but have attempted to embed competition and sought to eliminate waste.

This capability meant the Gershon efficiency target, for central government, has been a somewhat double-edged sword. If the aim was to shave 2.5% per annum from the cost to serve, it could be argued that all was running smoothly. All authorities have achieved, or exceeded these targets or at least claimed to do so. However, if the goal was genuinely to transform the sector and remove unnecessary cost, there have been two key barriers.

First, the ability of Councils to meet financial challenges has meant (to varying degrees) that the Gershon Review has not provoked radically altered behaviour. The sector has been able to 'salami-slice' its way to the required targets. Certain areas tend to have budget immunity – children's services and adult social care – and so other budgets have taken significant hits. But the evidence to date is that programmes that began under other regimes have simply been continued, albeit perhaps at a greater pace. These do not represent a radical rethink.

Second, the Gershon agenda allowed the retention of savings – whether 'cashable' or 'non-cashable' – for reinvestment. At first glance, this looks like a sensible carrot to encourage genuine engagement with the process, instead of provoking resistance to central diktat. However, as a recent NAO study⁴ found, it has meant great opportunity for the mis-labelling of activity as efficiency. Examples such as service cuts and system introductions are not signifiers of efficiency achievements, nor in themselves symptoms of genuine transformation.

The Comprehensive Spending Review 2007 (CSR07) will begin to force local authorities to re-think traditional notions of efficiency. Slicing of budgets and tinkering around the edges will no longer be enough to balance budgets and meet citizen needs. Local authorities need to consider new ways of working that fundamentally challenge notions of what is priority and what is core business. 'Transformation' is already an over-used term, but it will be needed if councils are to deliver for communities on a lower cost base.

Put simply, the authority of the near future will employ fewer people directly and have less of its own money to invest. It will have made tough decisions about where it 'makes a difference' and accept an end to spending outside of these areas.

It will have rethought its service delivery based on a strong understanding of demand. Members and managers will need to move the agenda from 'one council' through to 'one public sector' - and perhaps later, 'one lifestyle' – approaches. It will accept that the majority of its citizens will have limited interactions with the authority while others will be dependent on its services and crucially, respond to the differences between them.

Central government is promising greater devolved powers. Having claimed Whitehall interference has obstructed delivery of quality public services in the past, the opportunity is there for the taking; local authorities can step up to the challenge, while central bodies accept a new role as the supporting cast.

The generic, often inward-looking, statements of community strategies and visions need to better distinguish how individual authorities are responding to the next stage in local service delivery. The changes made and the models used will vary from place to place, but the external pressures are constant, and will affect all. How the challenge is tackled will be the next debate.

To comment on this article or for further information, please contact nick.d.sewell@uk.pwc.com or david.p.gimson@uk.pwc.com

⁴ The Efficiency Programme: A second review of progress (Feb 07)

Useful Links

Transformation and Efficiency Division

Communities and Local Government
3/G5, Eland House
Bressenden Place
London
SW1E 5DU
E-mail: ted@communities.gsi.gov.uk
Web: [Better Public Services](#)

Communities and Local Government

Eland House
Bressenden Place
London
SW1E 5DU
Tel: 020 7944 4400
Web: <http://www.communities.gov.uk>

Local Government Employers

Local Government House,
Smith Square,
London
SW1P 3HZ
Tel: 020 7664 3131
Web: <http://www.lge.gov.uk>

Improvement & Development Agency and IDeA Knowledge

Layden House
76-86 Turnmill St
London
EC1M 5LG
Tel: 020 7296 6693
Web: <http://www.idea.gov.uk>
IDeA Knowledge: knowledge@idea.gov.uk

Audit Commission

1st Floor,
Millbank Tower,
Millbank,
London
SW1P 4HQ
Tel: 020 7828 1212
Web: <http://www.audit-commission.gov.uk>

4ps

Layden House
76 – 86 Turnmill Street
London
EC1M 5LG
Tel: 020 7296 7777
Web: <http://www.4ps.gov.uk>

OGCbuying.solutions

Rosebery Court
St Andrews Business Park
Norwich
NR7 0HS
Web: www.ogcbuyingsolutions.gov.uk

Care Services Efficiency Delivery

Department of Health
Wellington House
135-155 Waterloo Road
London SE1 8UG
Tel: 020 7972 4641
Web: <http://www.csed.csip.org.uk>

Ourpartnership

c/o NCVO
Regent's Wharf
8 All Saints Road
London N1 9RL.
Telephone number: 0207 520 2428
Web: <http://www.ourpartnership.org.uk/>
E-mail: info@ourpartnership.org.uk

The Local Government Procurement Forum

Communities and Local Government
3/H6, Eland House
Bressenden Place
London SW1E 5DU
E-mail: procurement@communities.gsi.gov.uk
Web: <http://www.communities.gov.uk>

The Local Government Task Force

Warwick House
25 Buckingham Palace Road
London SW1W 0PP
Tel: 020 7837 8286
Web: <http://www.lgtf.org.uk>
E-mail: info@lgtf.org.uk

Constructionline and National Pre- Qualification Service

PO Box 6441, Basingstoke
RG21 7FN
Tel: 0870 607 1602
Email: mconstructionline@capita.co.uk or
<mailto:npqs@capita.co.uk>
Web: www.constructionline.co.uk or
www.npqs.co.uk

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Links to the Regional Centres of Excellence

East of England Centre of Excellence

Centre of Excellence East of England
East of England House
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Norwich
NR7 0TA
Tel: 01603 704 010
Web: <http://www.eastspace.net/eecpe/>

East Midlands Centre of Excellence

East Midlands Centre of Excellence
47 Loughborough Road
West Bridgford
Nottingham
NG2 7LA
Tel: 0115 977 3875
Web: www.emce.gov.uk

London Centre of Excellence

London Centre of Excellence
Association of London Government
59½ Southwark Street
London
SE1 0AL
Tel: 020 7934 9967
Web: www.lcpe.gov.uk

North East Centre of Excellence

North East Centre of Excellence
Gateshead Civic Centre
Regent Street
Gateshead
NE8 1HH
Tel: 0191 433 2257
Web: www.nece.gov.uk

North West Centre of Excellence

North West Centre of Excellence
Tameside Metropolitan Borough
Council Council Offices
Wellington Road
Ashton-under-Lyne
OL6 6DL
Tel: 0161 342 4080
Web: www.nwce.org.uk

South East Centre of Excellence

South East Centre of Excellence
Kent County Council
Sessions House Room 1.60
Maidstone
Kent
ME14 1XQ
Tel: 01622 696 317
Web: www.kent.gov.uk/sece

South West Centre of Excellence

South West Centre of Excellence
Suite 5
Stowey House
Bridport Road
Poundbury
Dorchester
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DT1 3SB
Tel: 01305 757 230
Web: www.swce.gov.uk

West Midlands Centre of Excellence

West Midlands Centre of Excellence
Sentinel House
The Courtyard
Harris Business Park
Hanbury Road
Bromsgrove
B60 4DJ
Tel: 01527 839 200
Web: www.wmcoe.gov.uk

Yorkshire and the Humber Centre of Excellence

Yorkshire & the Humber Centre of Excellence
1st Floor St George House
Great George Street
Leeds
LS1 3DL
Tel: 0113 247 5252
Web: <http://www.yhcoe.rcoe.gov.uk>

National website for the Efficiency Programme in Local Government.

Web: <http://www.rcoe.gov.uk>

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