

## Together for the Greater Good

One of the threads running through this edition is that of co-operation. Peter Fanning, our "star" interviewee, is all for it and he, appropriately, is not alone. Getting together to achieve greater things has progressed far beyond getting better deals. It has also made things easier, more efficient and – a phrase not often heard in government – more pleasant. Many of our items this month show how pulling together information, reducing red tape, harmonising messages and streamlining processes all lead to a better understanding and appreciation of the different drivers and challenges across the whole of the public sector.



On a more sober note, the appalling events of the past few weeks have reinforced the importance of standing together (or collaborating), both here and across the world. It is the best, and only, way forward for us all.

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## Fanning for Gold

**Peter Fanning is the Deputy Chief Executive of OGC. Here he talks to GCforum about his wide-ranging and challenging remit.**

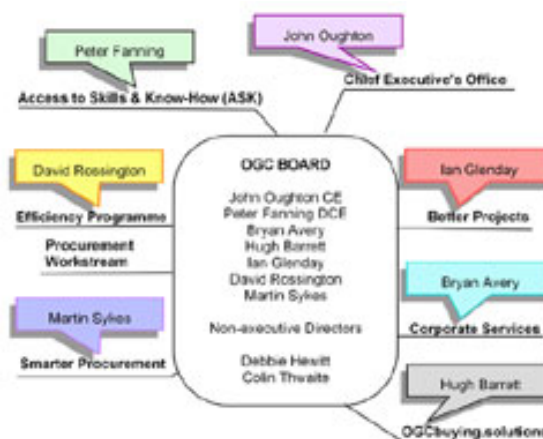


We began by talking about the new organisational structure within OGC which has been in place since December 2004. We asked Peter if this restructuring had had the desired effect in providing the most effective services for OGC customers.

*“The reorganisation has been very successful as the first stage in realigning OGC’s work streams to fit with our three primary targets. But the reorganisation, in itself, is not really the most important thing to our customers – it’s what we can do for them. Our focus is now on delivering what customers want and the organisation will evolve to meet their needs.*”

*“Key to being more effective for our customers is the relationship between John Oughton and I. A quick look at our diaries will confirm that he focuses the bulk of his time on working with OGC’s key stakeholders and clients. His week could include discussions with the Prime Minister, the Chancellor of the Exchequer or with Local Authority Chief Executives. On the other hand, I support him through running OGC in the role of his Chief Operating Officer. My job is to ensure OGC is delivering for our clients.*”

*“I am particularly proud of the work we have done in developing plans for each of our priority clients. They set out what we are expected to deliver for each government department or sector such as DWP or Local Government and they are reviewed with customers regularly.*”



*“OGC’s Service Desk is at the frontline for ensuring that happens in the most efficient way. Those manning the Service Desk are kept up-to-speed on who does what in OGC – something that I know is not easy for our customers to keep abreast of – so when customers want something done, they are put straight through to the right unit. I would like to think that everybody in OGC would be capable, to some degree, of delivering what our customers want.”*

The Efficiency programme seems to have hogged the headlines when it comes to reporting OGC’s role. But Peter insists that it is just part of the bigger picture. He says:

OGC has three priorities:

#### **Efficiency**

- To improve public services by working with departments to help them meet their efficiency targets amounting to £20bn a year by 2007/08.

#### **Value for Money**

- To deliver a further £3bn saving by 2007/08 in central civil government procurement through improvements in the success rate of programmes and projects and through other commercial initiatives.

#### **Mission Critical Projects**

- To improve the success rate of mission critical programmes and projects.

*“It is wrong to suggest that OGC is just about efficiency – there are three, equally important, priority targets covering efficiency, value for money and mission critical projects. They all overlap, are inter-dependent and have an impact on the public. All mission critical projects, for example, directly affect how public services are delivered. OGC is now more focused on supporting those who have to deliver against these top three targets. The challenge for us is to identify firstly what we need to do to and secondly how we do it.*”

*“As a start, customer engagement plans have been agreed with each major customer about what they can expect from us. We have also developed a vision statement, agreed with our stakeholders, of what OGC is trying to do and how we will do it. The next task is to look at our products and ask, not only if they are well aligned to what customers want, but whether they are doing the job well enough.*”

*“A trickier question is whether there is anything they don’t want. For example, we produce a lot of guidance, which practitioners value highly but senior managers don’t always appreciate its relevance to what they are trying to manage on the ground. When we go through this exercise, I have no doubt that we will find that a lot of what we do is wanted but maybe we will have to deliver it differently - a case of not just what we are doing, but the level of performance. I suspect that we will need to significantly challenge ourselves about this.”*

OGC’s priorities and challenges are clear to those who work within the organisation, and becoming increasingly transparent to customers, as they themselves work towards delivering government targets. But what is Peter Fanning facing on a personal front?

*“The biggest challenge I face, is time. Every day passed, is a day less available to achieve our targets. The last nine months have seen a lot of hard work from us and our customers. We simply don’t have much time to bring about the realignment of the organisation behind the top targets and to ensure that the holders of those targets have the resources to deliver. We also need to deal with things secondary to the top targets, ensuring they are either brought into alignment or dealt with in another way.*”

***“Every day passed,  
is a day less  
available to achieve  
our targets.”***

*“Getting consistent messages and information out to everyone, is another challenge. To give us a head start, my communications group has been working on producing a comprehensive database which lists everything – speeches, publications, events etc – every channel we use for communication. One thing that strikes you when you look at that list, is the sheer volume of information that is going out. We have to ask ourselves ‘is this what we want to go out?’ and ‘is it what our clients want to go out?’ How do we control it and yet allow the free communication we have always enjoyed?*”

*“In tackling this difficult area, I am delighted that the allocations, which flowed from OGC’s business plan in process, created a reserve which allows us to tackle newer projects which fall outside the normal planning process and which have allowed us to set up some new co-ordinating and decision-making processes within OGC to deal with the allocation of resources and the co-ordination of what we say.”*



Peter Fanning rarely says 'I'. His focus is 'us' – referring not only to OGC but to his customers as well. So it was little surprise, when we asked him for his overriding message, his answer was:

*“Co-operation. We need to value more, the skills of teamwork and collaboration. My experience is that organisations that manage to work as teams achieve more, perform better and are more successful. However, it is sometimes very hard to work together. The public sector, for example, has a lot of things which serve to frustrate collaboration - not least the proper accountability of public funds. It can be difficult but when I worked with local government, the most successful local authorities were those where the different parts worked together very effectively with a common purpose.*”



*“I believe that if we collaborate and work better together, not only on procurement but on delivering major projects, then we stand to improve performance for ourselves and also make life better for our suppliers - they get to deal with a common interface, reduced red tape and consistent processes – and we get better deals as a result. It is also worth remembering that one of the common causes of failure on mission critical projects, is poor governance. I see that as a symptom of not finding it easy to work together towards common goals.*”

*“One in-house example of working together is OGC and OGCbuying.solutions. Of course there are tensions but with good reason - we do different things and we are trying to solve problems together. You can't form a team with everyone being the goalkeeper - we all have different jobs to do and the team should be greater than the sum of its parts. Hugh Barrett [Chief Executive of OGCbuying.solutions] is a very collaborative person and is an active member of the OGC Board which makes it easier to manage any problems. And if anyone thinks differently, they should let us know and we will deal with it.*”

*“My colleagues make a great team. This was brought home to me in force following the terrifying incident on Thursday 7 July. We were away from HQ at a conference and didn't know if our families and friends were safe. What was so reassuring and heart-warming was how everyone worked together to handle it and to help each other deal with the situation. We all drew huge comfort from the team spirit.”*

And what of the man himself? He has worked in manufacturing, banking, the public sector and an SME. He has held different positions in each area, so what pulls this wide experience together?

**“plans have a habit of collapsing on contact with reality”**

*“Most of my jobs have had significant elements of finance and pioneering project work. I am used to working at the edge, where the route map is not immediately apparent. But that does not mean that I like doing things at random – we need order and structure to manage complex and changing circumstances. Performance management is important but I am suspicious of over-engineered, long-term plans. Plans have a habit of collapsing on contact with reality. It is as important to review and test plans as it is to produce them.*”

*“Of course the biggest test of all my plans is the alternative agendas of my three kids. Their activities challenge my energy and I rely on my wife, Katharine's, project skills to fit everything in, on time and within budget. When I do have some free time, I read a lot and go cycling. I have even been known to manage 25 miles around London and still make it home in time*”

for a barbeque.”



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## Together We Stand to Gain

**Collaboration, co-operation and procurement are now household terms. In fact, there is so much of it going on, it is difficult to keep track of who is doing what. Two men, at the forefront of encouraging the community spirit, speak to *GCforum* about where the programme is heading.**

John Collingwood and Adrian Bonser work in the Co-ordinated Procurement Division (CPD) in OGC. Between them, they are responsible for finding the best opportunities for collaboration in the buying of commodities – existing and potential – and then giving the whole of the public sector a chance to benefit from them.

Broadly, John’s team – Commodity Development – deals with strategic procurement and looking ahead, whilst Adrian’s team – Tactical Procurement (previously known as Quick Wins) – does what it says “on the tin” and the sooner the better.

In fulfilling their respective roles, John and Adrian apply their own best practice, whilst working together to come up with the best solutions. Adrian is under considerable pressure to deliver savings now and over the next year. He needs to identify high-value deals which can be done quickly. He explains:



### Co-ordinated Procurement Division

Director: Dr John Stewart

CPD sits within the Procurement Workstream in OGC. It was set up to facilitate, across the public sector, a co-ordinated approach to the procurement of commodity goods and services in order to achieve efficiency savings.

CPD has a broad mix of public and private sector experience to provide the right mix and balance of skills. Further specialist skills and methodologies in strategic sourcing will be provided by recently appointed consultants to help with the next development phase. The intention is to ensure knowledge transfer to OGC staff during the contract in order to achieve sustainability.

Its aim is to work with existing buying organisations to facilitate the aggregation, organisation and, where appropriate, standardisation of demand so as to achieve improved value for money.

*“‘Tactical’ is a difficult word to which to attach a timeframe. I believe that if we can bring a contract to fruition within a year, we are on target. We have three main routes to achieving our aims: there is little point in reinventing the wheel, so our first resort is to highlight existing best-of-breed contracts and encourage their use. Ideally, the contracts would already make them available to a wide user base. Our second route is aggregation. Once a product or service has been identified as being of wide interest and the timing is right for potential users, we will facilitate discussions and the development of core specifications. Our third route is to promote best practice in letting these contracts – very often, this will be eAuctions. In all of this, of course, we will only proceed if it’s likely we will achieve a more efficient procurement process or a significantly better deal.”*

Adrian and his team have on the go, at any one time, about 30 initiatives at various stages. One of the biggest is the fleet and vehicles contract which is likely to be completed in the first quarter of next year. One of the most unexpected of these initiatives is the translation and interpretation services contract. Having drawn together a forum of interested parties, Adrian was amazed at the cross-government spend. He says:

*“This is a very fragmented market, so we were surprised when the figures started coming in. The current spend estimate is certainly well in excess of £150m and we are still counting. There is considerable interest across the whole of the public sector so this figure could be close to doubling, once people get to hear about it. We are making good progress and hope to be able to deliver early next year.”*



John’s remit is equally broad, spanning the whole of the public sector. One thing they were both keen to impress upon us, was the way in which they both deal with such a huge market. John explains:

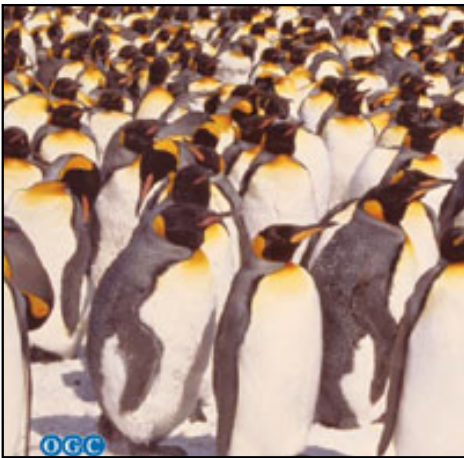
*“We want to avoid duplication and reduce overlap, so it makes sense to use the well-established networks that are already in place across the whole of the public sector. We work through and with representative and collaborative organisations such as Regional Centres of Excellence, Buying Consortia etc. We are also building on good work already undertaken. For example, the Cabinet Office has done some excellent work with mail contracts, FireBuy is in the lead on Personal Protective Equipment and MOD is giving us strong help on temporary labour and management consultancy. Also, the Department for Transport already has a very successful recycled paper agreement in place and we, with help from OCGbs, will exploit that for wider use. And, of course, any savings generated from deals delivered as a result of our initiatives, will contribute efficiency benefits directly to government and other public sector organisations.”*

Despite a slight hiatus around election time, the strategic programme is making good progress. Feasibility studies have been carried out in seven areas with another five lined up (see box). John says:

*“We are progressing with Strategic Sourcing Projects following the feasibility work on temporary labour, fleet and vehicles and print.”*

*“The first significant deliverable in these projects is Opportunity Assessment (OA) which will quantify the potential efficiency benefits. Depending on the results of OA we will proceed to full Strategic Sourcing activity which will result in new deals. We will also progress the new categories to OA.”*

Initiatives in the Pipeline	
Feasibility studies have been completed on a number of commodities:	In hand:
<ul style="list-style-type: none"> <li>• Temporary labour</li> <li>• Fleet/Vehicles</li> <li>• Telecoms equipment</li> <li>• Uniforms</li> <li>• Print</li> <li>• Post/Couriers/Freight</li> <li>• Energy/Utilities</li> </ul>	<ul style="list-style-type: none"> <li>• Travel</li> <li>• IT hardware/software</li> <li>• Telecoms services</li> <li>• Office equipment and supplies</li> <li>• Management consultancy</li> </ul>



For further information, visit the commodities procurement website: <http://www.cp.ogc.gov.uk/>.

Finally, our illustrations have been taken from *Aggregation – Is Bigger Always Better?* which can be found at: [http://www.ogc.gov.uk/sdtkdev/new\\_content/aggreat520304.pdf](http://www.ogc.gov.uk/sdtkdev/new_content/aggreat520304.pdf)

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## News

### Government Relocation Portal



**Keeping track of information and guidance is a challenge at the best of times. In an area such as relocation, where the four central stakeholders are each developing guidance to support their own aspect of the programme, a single location for all relocation information, is a blessing.**

The Government Relocation Portal has been developed to provide easy access to information with multiple routes into content and a comprehensive search tool. The first phase of the development, which went live last month, includes:

#### Stakeholders

- OGC
- Cabinet Office - workforce and other HR issues
- ODPM - the regional economic agenda
- HM Treasury - Spending Review commitments

- Contacts directory
- Frequently Asked Questions - FAQs
- News & events
- Relocation project timeline (supporting a best practice framework)
- Regional Information
- Support & training
- Key documents
- Relocation programme progress.

Phase Two, which will follow later in the year, will add further functionality including discussion forums and possibly a secure area for restricted information. The Portal can be accessed at [www.ogc.gov.uk/relocation](http://www.ogc.gov.uk/relocation) .

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## Customer Engagement

**OGC has developed a completely new approach to customer engagement.**

It focuses on working more effectively with customers to deliver the greatest overall impact – specifically in relation to the areas of efficiency, procurement and Mission Critical project success. This approach will identify how we engage with the Wider Public Sector, with whom OGC is seeking to develop new relationships, and seek to focus OGC's limited resource more effectively with its existing customers.



The approach has been set out in individual Customer Engagement Plans, which agree the services and support that will provide most added value and best enable customers to achieve their targets. These plans have been negotiated and agreed at a senior level with customer sectors, and are being implemented by Customer Engagement Teams, which will represent all parts of OGC. Several plans have already been agreed with customers (local government, health, education, MOD, HMRC, DWP, Defra).

For further information contact Melanie Pitt on 020 7271 2745.

The new approach is an important aspect of the OGC transformation, and is designed to deliver a number of benefits to the customer, which include:

- focusing OGC's activity and resources to maximize impact
- achieving a cohesive and consistent relationship between the whole of OGC and the customer
- reducing intrusion by streamlining OGC's activity to reduce teams' duplication of effort
- identifying where OGC should engage directly with customer organisations, and where we should work through existing or new intermediaries, who better understand the territory
- making the organisation better informed by improving OGC knowledge share about customers.

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## CSR 2

**HM Treasury is proposing a second Comprehensive Spending Review (CSR) to investigate what the investments and reforms initiated in the original CSR in 1997 have delivered and what further measures should be taken.**

The 1997 CSR put in place long-term aims with a performance management framework. Priorities included sustainable growth and employment; fairness and opportunity; efficient and modern public services. The new challenges (see box opposite) will have fundamental and far-reaching implications for public services and will require innovative policy responses, cross-sectoral co-ordination and sustained investment in key areas. A report will be made in 2006.

### **New challenges include:**

- the rapid increase in the numbers of pensioners
- increased economic competition from growing markets such as China and India
- further innovation and technological diffusion
- international terrorism and global conflict
- increased pressure on natural resources, coupled with global climate change.

To find out more visit: [http://www.hm-treasury.gov.uk/newsroom\\_and\\_speeches/press/2005/press\\_65\\_05.cfm](http://www.hm-treasury.gov.uk/newsroom_and_speeches/press/2005/press_65_05.cfm)

## Airwave for Ambulances



The O2 Airwave network has been selected by the Department of Health to provide a new digital radio and communications system for NHS ambulance trusts in England.

The new contract, worth £390m over the next 13 years, replaces the existing analogue systems. It will improve quality, capacity and inter-operability with other emergency services. Health Minister Lord Warner said: *"The ambulance service has made excellent improvements in patient care over the last few years. It is essential that ambulance crews have the best equipment to back them up. This new digital system will provide a more reliable service and will help bring further improvements to patient care."* Delivery will start in mid-2006 with completion by the end of 2008. The system is already being used by Hereford & Worcester and Mersey Regional Ambulance Services, with both organisations reporting improvements in patient care.

To find out more visit: [http://www.dh.gov.uk/PublicationsAndStatistics/PressReleases/PressReleasesNotices/fs/en?CONTENT\\_ID=4115877&chk=Xzbfk](http://www.dh.gov.uk/PublicationsAndStatistics/PressReleases/PressReleasesNotices/fs/en?CONTENT_ID=4115877&chk=Xzbfk)

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## No Need to Ask

**Proposals to remove unnecessary bureaucracy in local government in England and Wales have been announced, as part of the Making a Difference initiative.**

The latest project, run jointly by the Cabinet Office and ODPM, involves the identification and evaluation of five consent regimes to provide greater freedoms for councils to act without Whitehall control. John Hutton, Chancellor of the Duchy of Lancaster, who will oversee the project alongside Local Government Minister Phil Woolas, said: *"This is an important project in the Government's drive to reduce burdens on frontline staff and improve public services. The current consent regime process can cause delays in council decision-making in areas such as housing and planning. By streamlining consent regimes we will empower staff to make decisions locally which will result in faster service delivery to the public."* Making a Difference projects are being taken forward by the Better Regulation Executive in partnership with departments.

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## Library Purchasing Agency

**An independent report commissioned by DCMS and MLA, which looked into public libraries efficiency and the stock supply chain, has recommended a national purchasing agency.**



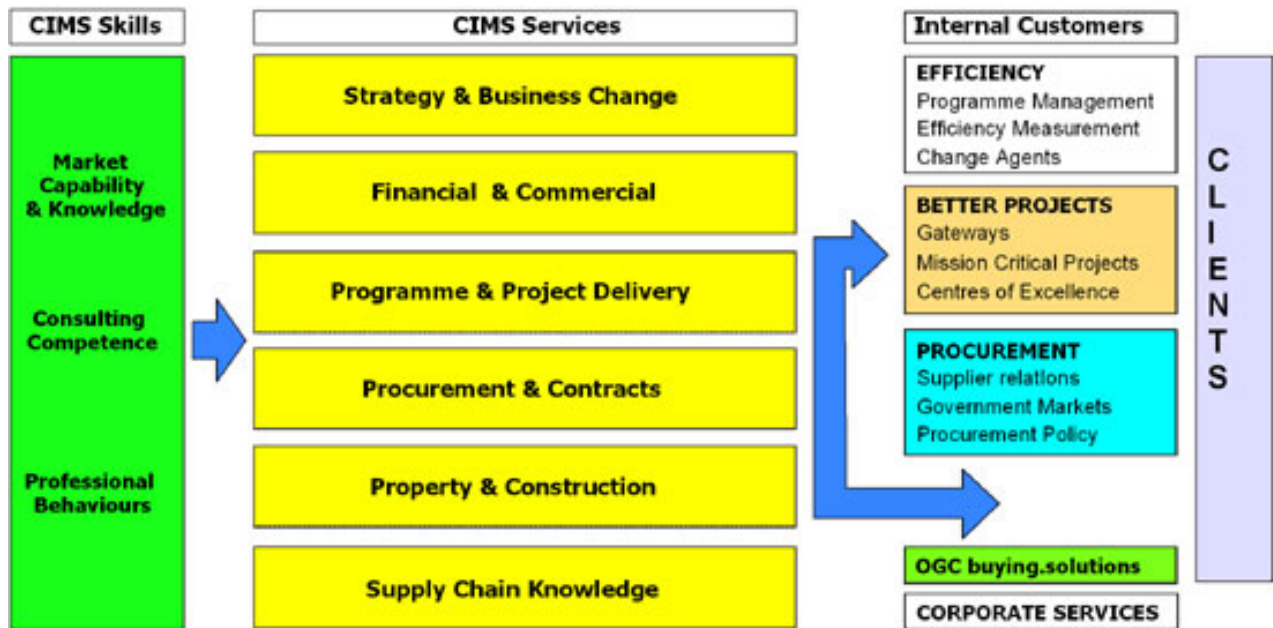
Library services in England, provided by 149 local authorities, account for only about 3% of book purchasing, compared to major bookshop chains. Library services buy independently of each other, or in loose consortia. The report found that efficiency gains and better value for money could be found, largely by adopting the same processes and by purchasing books together. This would mean that the few companies which supply libraries with books would need to tender only once, and could reduce the numerous different tasks which they currently undertake. The suppliers recognise that they could offer libraries better discounts for books if this happened. By working together on

joint orders and shared systems they could save between £7m and £20m that could be spent on more books or on other improvements such as longer opening hours.

## HOT Stuff – CIMS is on the Case

Did you know that OGC offered mentoring, help on programme boards, and interim managers? The newly-named Consultancy and Interim Management Support Division (CIMS for short) offers all this and more.

The change of name from Consultancy Division to CIMS has helped highlight the range of services on offer and to illustrate the creative and flexible way in which CIMS works. “We were finding that ‘consultancy’ meant a variety of things to different people and that it didn’t articulate important facets of what we do,” explained Steve Mitchell, director of CIMS. “We try to be tactically agile, to respond to the changing needs of our customers whilst helping OGC achieve its three key objectives. We have to make hard decisions about each opportunity and how it contributes to OGC’s objectives - how ‘highly on target’ or ‘HOT’ it is. We like to say yes to all requests – it is just that the source of that help will vary.” Elaborating on the resources available within CIMS, Steve added: “We have internal consultants, those drawn from our recently refreshed Strategic Advisory Consultancy Service (SACS) pool, consultants through Catalyst, the replacement for S-CAT or we can help customers to find support externally.” Explaining the term ‘interim’, Steve said that it describes the nature rather than the duration of the support. “It’s about filling management roles and typically we’d expect these roles to be for up to six months. Long enough to have a significant impact.” The CIMS Hotline is 01603 704700.



## Mapping the Way to Better Asset Management

**Are you using e-PIMS? If you are in central government, the answer should be “yes”.**

You should be recording details of your estates through the online electronic Property Information Mapping Service.

e-PIMS records information about the properties that central government bodies own, use, control, occupy or plan to occupy. Originally developed in response to the 1999 White Paper *Modernising Government*, the decision to mandate the system followed recommendations in the Lyons reviews. It has been designed with a dual purpose. Firstly, to enable departments to manage their own estates and property transactions more effectively. And secondly, the resulting comprehensive overview will help OGC and HM Treasury monitor the application of better estate management.



The timescale for adoption of e-PIMS is:

- SLAs agreed with OGC by 31 December 2005
- Use of the system for all office property by 31 March 2006
- Use for all other land and property by 31 March 2007.

The hosting and systems management of e-PIMS were successfully outsourced on 6 June 2005 to Energis and CDS respectively, which has resulted in a robust and flexible service being provided to the growing user community. With the future use within central government looking secure, Chris Statham, the e-PIMS Project Sponsor is now looking at opportunities for working with the wider public sector, especially local authority bodies. For more information or for a team demonstration on the system capabilities, contact: [servicedesk@ogc.gsi.gov.uk](mailto:servicedesk@ogc.gsi.gov.uk) or [chris.statham@ogc.gsi.gov.uk](mailto:chris.statham@ogc.gsi.gov.uk). DAO(GEN) 08/05 formally announcing the mandate is available at: <http://www.hm-treasury.gov.uk/media/E22/62/dao0805.pdf>

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## Efficiency in the Defence Supply Chain

**The supply chain to the Ministry of Defence is to be transformed to significantly improve support to frontline services.**

Defence Secretary John Reid has announced a major in-house re-organisation of how equipment and supplies are stored and distributed, providing greater effectiveness and lowering costs by £50m a year by 2010. One knock-on effect is a reduction of 2,000 posts, although no redundancies are expected. The Future Defence Supply Chain initiative was set up in 2002 to assess a range of options to reduce costs of ownership, whilst maintaining or improving service levels and enhancing operational capability. The Defence Logistics Organisation, which is responsible for the UK element of the supply chain, will now enter into detailed discussions with the trades unions to streamline the structure of the existing storage and distribution network.

To find out more visit: <http://www.mod.uk/dlo/press/2005/fdsci.htm>

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### Relocation Support Clinics and Forum Events

OGC and The National School of Government (NSG) are collaborating to deliver interactive relocation support in the form of workshops and forum events to help develop appropriate 'intelligent customer' capability.

There are four distinct audience groups with particular needs and three distinct types of event to be run by NSG and OGC collaboratively.

#### Audience Groups

**Group 1: SROs and departmental relocation teams** in the midst of developing strategies and implementing plans who would benefit from a chance to bring the whole team together with colleagues to discuss issues and take stock of progress.

**Group 2: Implementers** in relocation teams and their colleagues who need to know how to make relocation work in practice and who would benefit from themed presentations, discussions and the opportunity to share with and learn from colleagues.

**Group 3: Smaller bodies**, perhaps newly formed NDPBs not currently included in relocation plans and who currently know little about the relocation agenda, but for whom relocation could be an attractive option.

**Group 4: Senior Civil Servants** who need a general awareness of the Lyons agenda to add to their all round knowledge and to help fulfil requirements of the Professional Skills for Government (PSG) framework.

#### Event Types

##### Group 1: Facilitated clinics

Key points:

- delivered on request in a department
- tailored to their particular issues
- sensitive to their own relocation context
- bringing in experienced peers or experts
- structured discussion to help teams understand how to deal with these issues
- help them to work together to understand interdependencies and manage complex relocation programmes effectively.

##### Group 2: A series of forums

Key points:

- relocation themes explored in depth
- presentations, case studies and facilitated group discussions
- experienced peers enabling attendees to gain insights into what makes the difference between success and failure in practical terms
- make contacts for mutual support.

##### Group 3: Awareness raising events

Key points:

- raise awareness of the relocation agenda and its implications as part of the Professional Skills for Government (PSG) framework for aspiring senior managers and leaders, or
- arranged by a sponsor departments, for its agencies and NDPBs, to introduce the relocation agenda and examine why location considerations should be made integral to business strategy, and how relocation can be a positively beneficial experience.

Feedback from the January *Making it Happen* relocation conference and subsequent discussion elsewhere, has revealed that people issues are the most important and the most difficult to handle in any relocation programme. Dealing with the impact of relocation on people, and using relocation as an opportunity to enable people to work more effectively is likely to be a common theme running through all of these events. If any department wishes to discuss a facilitated clinic or awareness raising event, or has suggestions relating to appropriate themes, they should contact: [Winston.Kobylka@nationalschool.gsi.gov.uk](mailto:Winston.Kobylka@nationalschool.gsi.gov.uk) (phone 01344 634551) or [bridget.hardy@ogc.gsi.gov.uk](mailto:bridget.hardy@ogc.gsi.gov.uk) (phone 020 7271 2708).

## Forum Programme 2005

**September 9** Introduction Forum - Admiralty Arch, London

**September 29/30** Forum 1 People and Workplaces - Met Office, Exeter

**October 20/21** Forum 2 Strategy, Location Choice and Business Case - GO York and Leeds

For further details or to book a place, contact [Irene.carter@nationalschool.gsi.gov.uk](mailto:Irene.carter@nationalschool.gsi.gov.uk) or phone 01344 634300.

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## Billionaires at the Treasury!

**Yes, you heard it right, and no, I don't just mean the Chancellor! The OGC band 'The Billionaires' were playing at the auditorium in the Treasury last Monday to celebrate the 1000<sup>th</sup> Gateway Review completed last month.**

The auditorium had certainly not heard its like before - so much so in fact that at one point Des Browne, the new Chief Secretary to the Treasury, requested that we lower the volume! The Billionaires rhythm and blues set went a down a storm, not least with Sir Andrew Turnbull, who liked them so much he's booked them for his leaving party next week. Between the band's two sets, we heard from both OGC's Ian Glenday and the new Financial Secretary to the Treasury, John Healey. Mr Healey was particularly generous in his praise of the work that the Gateway team has put in to enable them to reach the 1000<sup>th</sup> review mark. He remarked:

*"I have heard many favourable things said about the Gateway process, and its benefits, and know that it is seen as a real success story. I have seen for myself that Gateway provides a unique contribution to the success of government projects and know that it is widely recognised as one of the most valuable management innovations introduced by us in recent years."*



The guest list for the evening reflected the widespread use of the Gateway process and included employees from across central civil government at all levels from Band Ones up to Permanent Secretaries. And from junior to senior, all were in agreement, roll on 2000!

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### OGC Case Study

#### ***Flexible Workspace in the DTI: Working Space Harder*** 4 July 2005

DTI has embarked on a groundbreaking change programme to rationalise its central London estate and radically transform the use of its workspace. Although there are many examples of innovative approaches to workspace use across government, DTI has pioneered team-based desking. This refinement of the hot desking model delivers space efficiency whilst reinforcing teamworking and communication. The move to team-based desking in a flexible, open plan workspace will reduce accommodation by 30% within two years. This core element of the DTI's Efficiency Programme, offers a new and radical approach to workspace utilisation and a five-year payback on investment. The OGC Case Study focuses on the first phase of the DTI's Two Roof Strategy, sets out the aims and delivery strategy and shares lessons learned including early evidence of successes and benefits. To order copies contact: [ServiceDesk@ogc.gsi.gov.uk](mailto:ServiceDesk@ogc.gsi.gov.uk) or phone 0845 000 4999. For further information on the case study contact: [bridget.hardy@ogc.gsi.gov.uk](mailto:bridget.hardy@ogc.gsi.gov.uk) or phone 020 7271 2708.



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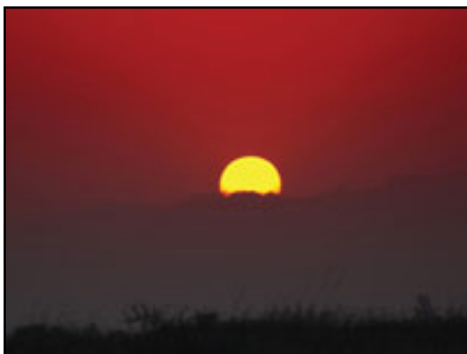
### New Lease Protocols

#### **DAO(GEN) 05/05**

Tighter management of the Civil Estate, particularly in London and the South East, is the theme of DAO(GEN)05/05. Relocation is likely to release about 300,000m2 of property and this figure will rise through other workstreams of the Efficiency Review. Every opportunity will need to be taken to shed or reuse this surplus space and new acquisitions, therefore, must be carefully considered to avoid adding to the problem. The presumption is that vacant Civil Estate property will be reused wherever it is best value and operationally suitable and all new property commitments in London and South East, except some frontline services and small units, need to be cleared with HM Treasury. For more information on the OGC Property Co-ordination role, contact: [martin.booth@ogc.gsi.gov.uk](mailto:martin.booth@ogc.gsi.gov.uk) or phone 020 7271 2794.

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### Government Flexible Working: Leveraging the Benefits



**11 July 2005**

A new report, intended to guide government strategy and OGC advice on flexible working, has been published. The report, produced by Reading University and commissioned by OGC, outlines progress in implementing flexible working practices and the likely impact on workplace procurement. The research also draws comparisons with a previous study, undertaken in 2000, highlighting significant trends and the pace of change. The report is available [through OGC's website](#) or in print from the OGC Service Desk. Background to the study is contained in [OGC Information Note 4/2005](#) .

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# Delivering Best Value Solutions and Services to Customers - HA Procurement Strategy Review 2005

1 July 2005

The Highways Agency has launched a new procurement strategy. Greater collaboration with partners and other clients, together with further efforts to strengthen the supply chain are the main focus of the new document, which sets out the Agency's challenges for the next three years. Procurement Director Steve Rowsell said:

*“As we strive to put customers at the heart of our business, procurement has a fundamental role in delivering high-quality services. This means we will expect nothing but the best from our suppliers. In return, as a major client in the construction industry, we will continue to show leadership as we learn more about the extended supply chain, ensure integration into the planning and design processes, and make it clear to our suppliers what is expected of them. I have every confidence that the industry can once again rise to the challenge.”*

The strategy is available at [www.highways.gov.uk/business/procurement.htm](http://www.highways.gov.uk/business/procurement.htm).

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