LSE Public Policy Group

Summaries of innovations submitted for the *Achieving innovation in central government organisations* report

Department or agency: **Advisory, Conciliation and Arbitration Service**
Name of innovation: **National Helpline**

This innovation is the introduction of a National Helpline Service (08457 474747) for people wishing to contact the Advisory, Conciliation and Arbitration Service (ACAS) with an enquiry. It is designed on a 'virtual call centre' basis, with callers routed to customer service staff at regional level via *one* central number. It replaces a previous system of eleven separate Public Enquiry Points across the regional ACAS offices. The 'single number' system enables spare capacity to be utilised more efficiently by callers, wherever they are calling from (meaning callers can be routed to other regions if lines are busy). This reduces the risk of blockages, and smoothes demand for ACAS services and expertise. It involves close working with major private sector telecoms providers, the appointment of a National Helpline Coordinator, and retraining of customer service employees.

Time scales The programme took fourteen months. ACAS successfully controlled delay in the schedule to around three months in total.

Origins and development The main triggers for this innovation were efficiency drives within the organisation and availability of new technology solutions. ACAS reported that the key trigger was to provide customers with a better service. The main points of origin were senior management, through to middle management and frontline staff. The ideas emerged from the ACAS Management Board. ACAS listed regular internal review, formalised brainstorming, and using websites for posting and discussing new ideas as important internal processes. Key external processes were developing solutions with private firms, and commissioning research.

Staff and budget Around fifteen staff in total, five from the private sector. Total costs are £215,000, all administrative. Unforeseen costs include increases in technical support, and appointment of a National Helpline Coordinator (£50,000). Calls are charged at local rates from wherever calls are placed. This call subsidy was initially estimated around £80,000 per annum but regulatory changes in the telecommunications industry has seen this reduce to zero.

High impact areas ACAS say that the standard of the service is now higher and more consistent, with less 'downtime' for callers, fewer lost calls and quicker response times. Other high impacts listed include making more effective use of resources, greater flexibility and new or extended services (more helpline hours). The cost of running customer service lines has increased marginally, mainly due to the appointment of the Coordinator. Some problems with contractors were experienced, mainly due to a lack of technical knowledge within ACAS.

Key impact statistic *(projected or achieved)* The new helpline has led to an increase in calls from 710,000 to over 900,000 per year.

Department or agency: Appeals Service
Name of innovation: Appeals Service Intranet

The innovation is establishing an intranet across computer networks in eleven Appeals Service (AS) sites. This provides staff with access to a discussion forum, corporate communications and documentation in electronic format that can be updated in real time across sites. The information on the intranet replaces paper-based administrative systems.

Time scales The process took eight months in total, all stages ran sequentially and have been completed. Each stage lasted for about one month, except the first implementation to wider rollout which took three months.

Origins and development The primary trigger was the Modernising Government agenda, combined with spin-offs from work within AS. The availability of new technology and changes in the way resources were used were also important factors. The main points of origin were both an individual member of staff and senior managers.

Looking actively for spin-offs combined with cross-cutting work were the most important internal factors necessary for development of the innovation. Making funds available and practical experimentation were also important. Externally, cooperating with other government departments and developing solutions with private sector firms was key. Working with interest groups and conducting market research were also important.

Staff and budget Five staff are involved, three AS staff plus two staff in partner organisations. The total costs are £80,000, of which £20,000 is for administrative development (with a further £20,000 for implementation) and the other half is spent on capital costs of development (no implementation costs). The main unforeseen cost is an increase in the costs of providing technical support.

High impact areas The AS report that the highest impact advance has been making more effective use of resources, since network connections incur a fixed monthly cost, regardless of activity. Moderate gains have also been achieved in areas such as improving service delivery, improving responsiveness and flexibility and improving the work life of staff. The AS has achieved reduction in printing costs of guidance material previously available in paper copy.

Department or agency: **Army Base Repair Organisation**
Name of innovation: **Lean Integrated Management System**

This innovation is a Lean Integrated Management System (LIMS) designed to map out key business processes within the Army Base Repair Organisation (ABRO), identify areas for improvement, and reduce non-value adding / waste across the business. LIMS involves the adoption of performance management tools and techniques across the whole of ABRO's business. It attempts to map out and understand more fully how ABRO supply chains operate.

Time scales The programme is scheduled to last four years. Completion of rollout will take twenty-six months.

Origins and development The main triggers for this innovation were efficiency drives and a change in the role and function of the organisation. ABRO needed to review its market position due to increasing competition and reduction in Ministry of Defence customer work, and the merger of Quality, Health and Safety, and Environment functions into a single integrated management system. The main point of origin was middle management staff, and an individual in the organisation (Head of Quality).

Senior management recognised the need for change, and work was progressed in partnership with the Industry Forum. The SMMT Industry Forum were involved as lean management specialists. Internal processes focused on middle management and frontline areas. There are ABRO 'Master Class' workshops at shop floor level. External processes involved cooperating with other departments and agencies, and commissioning research.

Staff and budget Around 2.5 FTE staff in total. Administrative costs were £203,000. Unforeseen costs included the need to appoint a Business Process Engineer responsible for the development and management of LIMS.

High impact areas ABRO have reduced or eliminated waste from their processes, and so can reduce the turnaround time of products and services. Any resources freed up are employed on other products or areas. Major barriers to change include the reluctance in the organisation to embrace new ways of working, fragmentation, and lack of champions or leaders. ABRO is now part of the future Defence Strategy.

Department or agency: **Army Base Repair Organisation**
Name of innovation: **Reducing the Repair Loop**

One of the Army Base Repair Organisation's (ABRO) core functions is to overhaul armoured fighting vehicles, for example the Warrior Armoured Fighting Vehicles. This innovation aims to reduce the number of Warrior vehicles in the repair loop from around 75 to 30, with an aspiration to reduce further to 25 vehicles. This will be achieved by support from DLO Change Programme staff, better information on the vehicle fleet in use, better selection of vehicles for repair, reduction in material costs, leaner production methods and thereby increase military value gained from having these vehicles operational.

Time scales The project is now in its implementation phase and has already realised significant improvements and is due to last twenty-two months.

Origins and development The triggers for this innovation were efficiency drives within the organisation, and changes in the way that resources were used (that is, to free up assets by reducing the costs of the repair loop). The main origin for this innovation came from Ministerial level in combination with senior management. The Defence Logistics 'End to End' initiative underpinned this work.

Internal processes for this innovation include making funds available, practical experimentation, and regular internal review. External processes are cooperating with other departments and agencies, commissioning research and market research. The most important process for ABRO was making sure that the trade unions were supportive of changes to work profiles.

Staff and budget Fifteen employees are involved (two in partner organisations), at a total capital cost of £264,000. There are no unforeseen costs.

High impact areas Impacts are rated highly for reducing the cost of business, creating new resources (painting and stripping have been taken back in-house to use up surplus internal capacity), and improving service delivery. New performance metrics have been introduced.

Key impact statistic *(projected or achieved)* Up to this point, six months in, the number of Warriors in the repair loop has been reduced to 30 (from 75), with throughput time decreased from 107 to 51 days. The programme has generated cost savings of around 20 per cent for Integrated Project Teams responsible for Warrior vehicles.

Department or agency: **Army Training and Recruiting Agency**
Name of innovation: **Immersion training courses**

This innovation is the incorporation of field immersion training into the tactics phases of the Platoon Commanders Battle Course (PCBC) and the Platoon Sergeants Battle Course (PSBC). This involves a 21-day tactical deployment in Kenya or Malawi for sustained periods of operationally relevant training. This is important as immersion training provides more intensive and realistic instruction for platoon commanders and sergeants.

Time scales It took twelve months in total for all stages to be completed. Some of the phases ran concurrently since testing/piloting and evaluation of testing/piloting took six months each. The first implementation has not been delayed despite to lack of agreement between the UK and Kenyan governments over the Memorandum of Understanding, and the subsequent relocation of training to Malawi.

Origins and development The innovation was triggered by direction from the School of Infantry to develop immersion training and the method of course delivery. This combined with the search for efficiency improvements and changes in the way ATRA used existing resources. The primary point of origin was Ministerial level direction combined with middle management and frontline staff.

The most important internal factors were formalised brainstorming and practical experimentation. Making funds available and looking for spin-offs were also important. Developing solutions with private sector firms and cooperating with other government departments/agencies were the most important external factors.

Staff and budget About twenty ATRA staff (no senior managers) and ten staff from partner organisations were involved.

High impact areas ATRA reports high impact in creation of new resources and making more effective use of existing resources, improving service delivery to end users, and offering new/extended services. Other high impact gains have been noted in improving the way ATRA evaluates its performance and improving the work life of staff.

Department or agency: **Army Training and Recruiting Agency**
Name of innovation: **Aviation Command and Tactics Trainer within the School of Army Aviation**

Aviation Command and Tactics Trainer (ACTT) is a mission command and tactical decision-simulator for training Apache and Lynx helicopter pilots. The School of Army Aviation (SAAvn) within the Army Training and Recruiting Agency (ATRA) introduced it in 1998. A phased four-year upgrade programme of ACTT began in 2001. This involved procurement of updated simulation software, and liaison with Command and Ground Training Wing for command and tactics courses. The main objective of the programme is to accelerate the turnover of trained pilots.

Time scales The original programme lasted around two years and eight months. This encompassed the period from first ideas to first use. The mid-life 'upgrade' is set to last four years.

Origins and development The trigger for this innovation appears to be 'availability of new technology solutions'. External audit may have been a relevant factor in ACTT's upgrade. It is seen as a senior management innovation, the result of intervention by the Commandant, an Anti-Tank Air Core Regiment commander during the first Gulf War, who recognised needs for better training for aviation crews.

Internal processes include formalised brainstorming and actively looking for spin-offs. Also relevant was an internal review process, the Defence Systems Approach to Training. External processes include developing solution with private firms, and market research with end users.

Staff and budget The programme involves around three staff, one from a partner organisation. It has cost the SAAvn around £6.25 million. This programme is being funded out of the SAAvn budget, and the survey suggests that the CEO has had to free this money from existing budget allocations. Survey suggests that lack of future funding may undermine the innovation.

High impact areas ATRA report high impacts for the innovation across many categories including reducing costs, creating new resources, improving delivery, and offering extended services.

Department or agency: **Assets Recovery Agency**
Name of innovation: **Joint Asset Recovery Database**

This is a centralised and multi-agency, national database, tracking all cases across law enforcement which involve recovered assets from criminal activity. Its legislative platform is the Proceeds of Crime Act 2002. The database enables multiple agencies to work in a joined up way to progress a case from investigation through litigation to enforcement. It enables the asset recovery community to deal with all aspects of asset recovery and partnership working in this field in a more systematic way than previously possible. It also provides the central management tool of the Home Office incentivisation scheme whereby organisations involved in asset recovery receive a percentage share of the assets they have recovered in any given year. Finally, the system provides a single point for the production of both operational management information and national performance monitoring.

Time scales The Assets Recovery Agency (ARA) estimates that the innovation lasted fourteen months from first ideas to completion. Further development, enhancement and expansion of the system continues.

Origins and development The June 2000 report 'Tackling the Proceeds of Crime' by the Performance and Innovation Unit (Cabinet Office) recommended that new systems for managing asset recovery nationally should be developed, as current systems were 'poorly understood and poorly applied'. The 2001 government manifesto set targets for recovery of criminal assets, from £30 million to £60m by the end of 2004/05. This will increase to £80 million in 2004/05, and £100 million in 2005/06.

ARA undertook development and administration of the database on behalf of the Concerted Inter-Agency Criminal Finance Action Group (CICFA). Crosscutting work by the ARA JARD Team, regular internal review, and close work with partners and stakeholders are key internal drivers for this innovation. Main external drivers include working with central government executive staff and other departments. Also important is the development of the solution with a private sector contractor.

Staff and budget ARA currently employs over 3 core staff in the project team, reporting to a senior member of staff. There is also a stakeholder group of, up to thirty members or 'superusers' , and a private sector contractor team of around five. It is estimated that the database has cost around £400,000, but this does not include capital costs of implementation by other agencies using the system or ongoing running costs.

High impact areas The most significant impact of JARD is that more assets are recovered and can be accounted for across the asset recovery community. In more broad terms, JARD is 'improving the way in which performance is evaluated' and 'offering new or extended services'. ARA and its partners aim to achieve universal usage by all agencies engaged in asset recovery in central and local government and in all aspect of law enforcement.

Key impact statistics *(projected or achieved)* ARA estimates around 2,000 initial database users which has now risen to around 3,500.

Department or agency: **Big Lottery Fund**
Name of innovation: **Programme Development Framework (based on Prince 2)**

This innovation is a framework to establish generalised methods and quality standards for lottery money grant allocations. The Big Lottery Fund (BLF) has reviewed its former decision-making processes and developed a framework from these supported by Prince 2 project management tools. There is also a monthly Grant Programming Board, consisting of senior and middle managers, to consider strategic grant making issues in more detail on behalf of the Senior Management Team. This acts as a filter to ensure subsidiarity in decision-making across the organisation.

Time scales This innovation has taken four months to achieve.

Origins and development The main triggers were the creation of the Big Lottery Fund as an organisation as a result of the merger of two previous Lottery distributors and the need to introduce a range of new funding programmes across the UK. The main points of origin were senior staff and middle management. The main internal processes were crosscutting work and regularised internal review. External processes included previous consultation with a wide range of stakeholders about new programmes of funding, including voluntary and community organisations, and central government (including Ministers and executive staff).

Staff and budget There are around three to four employees involved in this innovation. Costs are reported to be £4,000. Unforeseen costs involve technical support and customer support. The complexities of the new programmes have resulted in the need for more hands on support from the Project Management Coordinator.

High impact areas Main impact areas are creating new resources, improving evaluation, improving responsiveness, and offering new or extended services. Most of these are projected, rather than achieved, gains.

Department or agency: **Biotechnology and Biological Sciences Research Council**
Name of innovation: **Electronic grant application system**

This innovation is a web-based grant application system developed with other research councils, to present a single electronic application form for research institutions submitting grant proposals. It contributes to the wider Research Councils UK aim of developing an improved interface with stakeholders.

Time scales The project took forty-five months to complete.

Origins and development The main trigger for this innovation was the Biotechnology and Biological Sciences Research Council (BBSRC) working with peer organisations and making use of new technology solutions. Other triggers included efficiency drives within the organisation, and changes in day-to-day use of resources. Points of origin are senior management, filtering down to middle management and frontline staff.

Internal processes are crosscutting work and formalised brainstorming. External factors include developing solutions with private firms, and commissioning market research.

Staff and budget Around twenty staff at BBSRC are involved, plus thirty-five to forty in other partner organisations. The total cost has been £80,000.

High impact areas BBSRC have achieved advances in a number of areas, notably making better use of resources, improving service delivery, improving flexibility, and offering new or extended services. The aim is to achieve fully electronic submission by all applicants with minimum faults requiring resubmission.

Department or agency: **British Educational Communications and Technology Agency**
Name of innovation: **ICT Route Map**

This innovation is an 'ICT Route Map', and related accreditation 'ICT Mark', aiming to provide guidance and support for schools and other learning and skills sector organisations on how to develop an e-learning strategy that is focused on institutional improvement. It now forms part of a formal programme within the e-strategy, focusing on schools self-review framework (see www.becta.org.uk). It aligns and groups together support and advice at a local and national level. It is based on a progressive and self-improving model, which can be used by organisations to monitor and build on progress.

Time scales The initial project was planned to take twenty-five months in total. Currently, only the first two stages have been completed. This development has now moved to become a formal programme within the British Educational Communications and Technology Agency (Becta). All partner organisations are being encouraged to make arrangements to use this resource once it has been completed.

Origins and development The primary trigger was working with peer organisations to join up delivery, combined with a change in Becta's function. Spin-offs combined with new priorities set out in a government manifesto were also important reasons. The main origins for the innovation were frontline staff and middle management.

Regular internal review and away days were the most important internal factors for developing the innovation. Looking for spin-offs and practical experimentation were also important. Externally, cooperating with other government agencies and conducting market research were key processes. Commissioning research from academic institutions and working closely with Ministers was also important.

High impact areas The highest projected advances should be in creating new resources and improving the way in which services are delivered to end users. Other high impact advances are expected in improving performance evaluation, improving responsiveness and flexibility and offering new or extended services to end users.

Department or agency: **Cabinet Office**
Name of innovation: **Better Internet Project**

This innovation is a project to simplify and unify all the Cabinet Office websites, to improve the online experience for users, to comply with key legal and other standards, and make efficiency savings. This has been done by developing and implementing a web template for the design and coding of their websites.

Time scales The project is ongoing. The strategy formulation included a scoping exercise, and as a result, concentrated work to deliver this innovation took seven months. Continued rollout to encompass the remaining Cabinet Office websites is not scheduled to complete for approximately two years (for contractual reasons).

Origins and development The main triggers for this were availability of new technology solutions, and efficiency drives within the organisation. The points of origin were central government executive level and the Web Accessibility Initiative (WAI). Secondary points of origin were middle management and frontline staff.

Key internal processes for the innovation were making funds available and practical experimentation.

Staff and budget Ten staff plus three seconded from another organisation are involved in this project. It cost £146,000 in total. One of the unforeseen costs is an erosion of personal contact with customers or end users.

High impact areas The impact scores are moderate for the organisation as a whole. The highest impact is making better use of resources. However, the Cabinet Office states that ‘within the web team the implications have been far more profound’.

Department or agency: **Cabinet Office**
Name of innovation: **Survey of value added**

This innovation is a survey conducted by the Cabinet Office (CO) asking Departments to evaluate the impact of the CO on the business of government. It focused on the Delivery and Reform Team, as this part of the Cabinet Office is most likely to have an impact on other government organisations. Findings and recommendations were put to the Strategy Board and the Civil Service Management Board (CSMB). The methodology was the innovative aspect of the survey. This is an attempt to evaluate the impact of the CO's coordinative role, explore areas for potential improvement, and to feed results back up to senior management level in order to underpin future strategic activity.

Time scales The total time to market is ten months, from first proposals for the survey to the findings being put to the CSMB. Three months was spent on testing and piloting, which in this case was developing and getting agreement to the methodology proposed from the Heads of the Delivery and Reform Units.

Origins and development Efficiency drives combined with changes in the way CO uses resources are seen as the main triggers (part of an internal change programme). Working with peer organisations combined with efficiency drives are also seen as important. Availability of new technology solutions is also cited. Senior and middle management within the CO are seen as the origins of the innovation.

'Blue sky thinking' and looking for spin-offs are important internal processes. Making funds available and cross-cutting work are also listed. Externally, conducting market research in combination with cooperation with other government departments is key; being customer focused (through regular testing and review) in tandem with other government agencies was also important.

Staff and budget Approximately two months in total for the Managing Director, Heads of Units, plus two other CO staff (equivalent to 1 FTE). Sixty-six people were interviewed across government, requiring administrative support. Costs total £62,000, all except £2,000, on staff time, training and support.

High impact areas High impact advances are projected in improving CO delivery to end users and improving performance evaluation. Also high in creating new resources, improving the organisation's responsiveness and offering extended services to end-users. Potential savings involved reducing incidence of duplication in the activities performed.

Department or agency: **Cabinet Office**
Name of innovation: **www.direct.gov.uk**

This innovation is Directgov, a portfolio of facilities and services (central web portal, kiosk and digital TV channel) intended to deliver online government services more efficiently and effectively. It is designed to be a central point of reference for citizens to access core government services online. Instead of being based on the way departments are organised, it is intended that users access the services they need according to topics (such as motoring) or groups (such as disabled people). According to Cabinet Office, it is the largest e-transformation project in the UK.

Time scales Total time to market is given as twelve months, with some stages running consecutively. Once launched independently, there was no phased roll out, though there is a continuing phased development programme. There have so far been five releases of Directgov since its launch in April 2004.

Origins and development The main trigger was working with peer organisations to join up delivery and responding to e-government priorities set out in a government manifesto. Also, the use of e-Government services flat-lined for several years, leading to a government-led drive to increase its use. Senior managers within the Cabinet Office, and an individual member of staff were also important.

Crosscutting work and monitoring of other overseas governments' initiatives (Canada, the US and Australia) are the most important internal factors. Making funds available and looking for spin-offs are also mentioned. Conducting market research with citizens and working closely with Ministers are key external factors. Cooperating with other government agencies, working with interest associations and cooperating with EU or supranational bodies are also listed as important.

Staff and budget Around ninety people are involved, including three senior managers, thirty-five other staff, around fifty staff from partner organisations and four seconded to the Cabinet Office. The total cost is around £16 million, of which £13.5 million is administrative costs.

High impact areas High impact has been achieved in improving service delivery and offering new/extended services to customers. Responsiveness and flexibility have also greatly improved, and better use is made of existing resources. Directgov has achieved a reduction in costs due to co-ordination, and an increase in the use of e-government services.

Department or agency: **Central Science Laboratory**
Name of innovation: **On-site test for quarantine plant pathogens**

This innovation is a diagnostic test for plant pathogens. The format is based on clinical home pregnancy testing technology, and allows plants to be tested on-site as they are transported. The test allows the Department of Environment, Fisheries, and Rural Affairs (Defra) to take immediate action on suspect plant material. This fulfils the need to police borders without causing undue disruption to legitimate trade.

Time scales Sixty months in total - roll out and mainstreaming are currently underway. The first stage from first ideas to agreement to investigate took six months; testing and piloting (which included R&D) thirty-six months; and twelve months each for evaluation of testing and piloting, and first implementation.

Origins and development New technology solutions combined with working with Defra organisations to 'join up' delivery were primary triggers. Implementing EU and Defra policies are cited as secondary triggers, with a change in the policy environment due to an external event and a response to a crisis seen as less important. Origins for the innovation were individual members of staff (CSL scientists) combined with middle management; followed by frontline staff (inspectors) combined with middle management.

Key internal factors were making funds available and practical experimentation; crosscutting work was also important. Looking for spin-offs and training/ staff development schemes are also cited. Important external processes were primarily cooperating with other government agencies, and developing solutions with private sector firms; cooperating with EU bodies was also important.

Staff and budget Two FTE in total, one external, though five CSL staff worked on the innovation in total. Total cost was £175,000, including £50,000 on capital costs of development and £120,000 on administrative costs of implementation (including R&D). Defra took on the costs for capital implementation.

High impact areas Improving service delivery has been a definite advance; other gains have included reducing core costs, improving CSL's flexibility and offering new services to end users. There are significant savings when only positive-testing samples are sent to the laboratory for confirmation (costed at £187,000 in the case of the recent outbreak of Sudden Oak Death).

Key impact statistic *(projected or achieved)* Test kit costs have fallen by more than £20 each, generating a saving of £80,000.

Department or agency: **Commission for Patient and Public Involvement in Health**
Name of innovation: **Knowledge Management System IT system**

This innovation is a web-based Knowledge Management System, designed to improve public involvement in health. It enables the Commission for Patient and Public Involvement in Health (CPPIH) to share information among 5,000 individuals in 568 Forums, 61 Forum Support organisations, 10 CPPIH locations plus patients and members of the public. The system can be adapted by users to suit their preferences.

Time scales Seven months in total. All stages ran sequentially and all took about one month (except creating a team and formulating a strategy, which took about two months). Time spans were short so that the system was running before many Forum members had been recruited.

Origins and development Main triggers were responding to new government priorities and working with peer organisations; secondary triggers were the availability of new technology solutions and efficiency drives within the CPPIH. Senior management and a private sector partner are cited as the origins for the innovation.

Making funds available together with practical experimentation were important internal factors: regular internal review and formalised brainstorming are also listed. Externally, conducting market research and developing solutions with private sector firms was important (Department of Health IT contractor).

Staff and budget Currently eleven staff in total. This includes six staff within CPPIH and five from partner organisations. Total costs were £4 million, of which £1 million went on administrative costs of development, £2.5 million on capital costs of development and £0.5 million on capital costs of implementation.

High impact areas High impact advances achieved are listed as reducing the cost of core business, creating new resources, improving service delivery to customers, improving responsiveness and flexibility, improving work life of staff and offering new/ extended services to end users. Users from 650 organisations help to maintain the context of the website.

Department or agency: **Commission for Racial Equality**
Name of innovation: **Outsourcing IT provision**

This innovation is a tender for the outsourcing of the Commission for Racial Equality's (CRE) IT service provider. A 'user group' was set up to address problems of service delivery and achieve cost savings. The project aims to provide greater service levels by utilising current remote access IT support technologies, particularly in the effectiveness of IT Helpdesks.

Time scales Ten months in total, though the last mainstreaming stage (three months) has not yet been completed. All other stages took either one or two months, and ran sequentially.

Origins and development The change was a response to difficulties within the CRE's activities, combined with general efficiency drives within the organisation. It originated primarily from an IT User Group set up to discuss and improve IT support services. This happened in conjunction with senior management. An individual member of staff was also a point of origin.

Making funds available and employee suggestion schemes were the most important internal factors to develop the idea. Regular review plus training and staff development schemes were also key processes. Working with parliamentary audit or another review body was a key external factor, together with conducting market research amongst users. The solution was developed with private sector firms and user groups.

Staff and budget About fourteen staff in total. This includes two senior managers and three other staff within the CRE, plus five staff in partner organisations, and four staff contracted to the organisation. The total cost is £14,000, with £5,000 spent on administrative development (plus £7,000 on implementation) and £2,000 on capital costs of implementation.

High impact areas The most significant gains achieved are in reducing core costs and making more efficient use of existing resources. Similarly important benefits are projected in improving service delivery to end users, improving the organisation's responsiveness and flexibility, improving work life of staff and offering new/extended services to end users. The achievement of standard IT support services for regional offices is a significant advance.

Key impact statistic *(projected or achieved)* Service levels are expected to increase dramatically, while saving approximately thirty per cent on the previous IT contract.

Department or agency: **Commission for Social Care Inspection**
Name of innovation: **'Inspecting for Better Lives'**

This innovation is a performance and quality improvement initiative introduced with the establishment of the Commission for Social Care Inspection (CSCI). The CSCI was set up in April 2004 in order to modernise and improve the standard of social care regulation. It aims to integrate better risk management into inspections, reduce the administrative burden on end users and inspectors (1,350 inspectors), and liaise more effectively with end users on the quality of care facilities (28,000 in total). 'Inspecting for Better Lives' is the qualitative package of measures designed to improve and modernise services, including web-based services, randomised inspections, risk assessment, and self-evaluation for providers.

Time scales Total time to market is around thirty-nine months. In December 2003, the Office for Public Service Reform, Cabinet Office, and HM Treasury published work on improving inspection processes. Shortly after April 2004, Health Ministers announced a review of funding of arms-length bodies with the aim of reducing costs (Arms Length Body Review).

Origins and development The main trigger was the establishment of the CSCI with a new remit, together with government manifesto priorities. Efficiency drives and budget pressures from Ministers also impacted on the initial development of the initiative. The main origins are senior management action in response to pressure from central executive and Ministerial stakeholders. Users of social care are cited as important.

Key internal processes are cross cutting work by the Quality, Performance and Methods Directorate, formalised brainstorming (Leadership Group), and seven 'away days'. Freeing up financial resources for this initiative is also important. External factors include market research with end users, and working with other public bodies (Department for Education and Skills, Ofsted, and the Healthcare Commission).

Staff and budget About 115 staff in total. This includes ten senior managers, 100 other CSCI staff, two staff from partner organisations and five seconded to CSCI. Inspecting for Better Lives is set to cost around £17.5 million over 3.5 years. Major costs are in capital implementation (IT systems). The social care regulation consumes around 82 per cent of £159 million budget in 2005/06.

High impact areas Major impacts will be on reducing the cost of carrying out core business and improving the way in which CSCI delivers its services to end users. These are both largely projected targets. Improving the organisation's flexibility and offering new/extended services to end users are also anticipated to be important gains.

Key impact statistic *(projected or achieved)* CSCI plans to reduce regulatory costs by up to thirty per cent in the next three years (that is a £40 million saving for the whole organisation).

Department or agency: **Companies House**
Name of innovation: **Electronic Incorporations Service**

This innovation is a web-based registration system for incorporation of new companies into the active register held by Companies House. There are around 2 million incorporated companies in England, Wales and Scotland. Companies House sought to target key intermediaries (specifically company registration agents and accountants) with this service, and aimed to grow usage levels quickly by encouraging intermediaries to register new companies for clients online.

Time scales This innovation took around eighteen months.

Origins and development Companies House state that customer demand and efficiency drives within the organisation were the main triggers for change. Company registration agents in particular wanted to move towards electronic submission.

Primary points of origin were middle management and company registrations agents. Third party organisations were also important. Internal processes were regular internal review, and looking for spin-offs from existing work. External processes were working with private firms and conducting market research.

Staff and budget In total twenty-three staff are involved, at a cost of £223,000. Unforeseen costs involve increase in technical support and customer support.

High impact areas High impact categories are reducing costs, creating new resources, improving the way in which services are delivered, and offering new services. The target turnaround for this service is 95 per cent within 24 hours. This compares with five days for standard submissions. Customer charges are £15 for electronic incorporations, and £20 for paper forms. A premium service is offered for same-day incorporation, £30 for electronic incorporation and £50 for paper based.

Key impact statistics (projected or achieved) Over 80 per cent of the 7,000 companies formed during an average week are now incorporated electronically. The e-service has enabled Companies House to accommodate 60 per cent growth in the volume of incorporations managed by its New Companies team and at the same time reduce staff numbers in that area by 33 per cent (from 47.3 to 31.5 full time equivalents) between 2001 and 2006.

Department or agency: **Companies House**
Name of innovation: **Centrally located corporate function**

This innovation is a centrally located corporate function to identify and develop opportunities for improving general effectiveness and efficiency of service. This combines aspects of previously separate functions of Quality, Assurance, Procurement, and Service Management under a single stewardship (one Band G position). This therefore aims to achieve stronger corporate governance, a more expansive approach to business planning, and a platform for risk management work across the organisation.

Time scales The programme has lasted twelve to fifteen months. Time from initial concept to implementation was determined by recruitment cycles. A team of first line managers were identified and recruited simultaneously.

Origins and developments The primary triggers for this change were responding to new priorities in a government manifesto, the Gershon and Lyons reviews, and an efficiency drive within the organisation. The main point of origin was central government executive level and senior management at Companies House.

Internal processes include crosscutting work and formalised brainstorming sessions. The initial step was recognising prospective opportunities arising from the new technologies, service delivery gaps, and using benchmarking data. External processes involved working closely with government executive and other departments.

Staff and budget One new recruit is needed as unit head, plus involvement by senior management and other middle management (such as HR). The costs is £15,000 (recruitment costs) plus a Band G salary.

High impact areas All impact areas are rated highly. These include reducing the cost of business, creating new resources or making better use of existing ones, improving service delivery, better performance evaluation, improving flexibility, improving work life of staff, and offering new or extended services.

The main barriers to change are reluctance to embrace new ways of working, and fragmentation or silos across the organisation.

Department or agency: **Countryside Agency**
Name of innovation: **Rural Proofing policies**

The Countryside Agency (CA), which is being succeeded by the Commission for Rural Communities (CRC) and Natural England by October 2006, has a role as a rural watchdog and provider of expert rural advice. This innovation is a process that is intended to provide a rural 'filter' through which national or regional policies that impact on rural communities should pass and consider the impact on their needs. As such, it is a new initiative to take rural factors into account in wider policymaking. The CRC will take on the role of watchdog for rural proofing.

Time scales All stages of the innovation, excluding piloting, took twenty-four months in total. The policy has been implemented across domestic main departments and regional government offices after being announced in the Rural White Paper, but it was developed and revised over time.

Origins and development The main trigger was a change in Ministerial priorities, followed by spin-offs from other work in the CA. Senior managers initially arrived at the idea, though it is fairly similar to a Norwegian idea first noticed at an OECD meeting.

Individual ideas, brainstorming sessions, regular review and practical experimentation (the policy being refined through practice) all contributed to the idea being developed internally. Externally, cooperating with other government agencies combined with working with Ministers was most important. Commissioning research and working with interest associations or pressure groups is also mentioned.

Staff and budget About twenty staff in total, 0.25 of a senior manager FTE, plus ten internal and around eight staff in partner organisations. Total costs are estimated at £2.5 million, of which £0.6 million a year on administrative costs of implementation.

High impact areas Most of the advances have been moderate, though higher ones include improving the organisation's flexibility and offering new or extended services to end users. The Agency itself was forced to find better ways of taking account of rural needs and getting better rural policy evidence. Some departments which were initially less willing to adopt rural proofing have since improved their stance as a result of this innovation.

Department or agency: **Criminal Records Bureau**
Name of innovation: **Quality Assurance Framework**

This innovation is the development of a joint framework between the Criminal Records Bureau (CRB) and the police (via the Association of Chief Police Officers (ACPO)) to standardise the way all police forces assess information for relevancy and disclosure via the CRB. This work standardises the audit trail completed and maintained by the police, and the quality assurance checks undertaken to ensure the process is being correctly applied.

Origins and development The main triggers for this work are efficiency drives within the organisation, response to crisis or difficulties, and changes in the way resources are used. The main points of origin were frontline staff and middle management.

Internal processes involved cross cutting work by business development teams and practical experimentation. External processes involved cooperation with other public agencies, particularly ACPO and other police bodies.

Staff and budget Around seven staff from CRB and secondments work on this programme, plus five staff from partner organisations. Total cost is £1.35 million, all this figure absorbed by administrative costs of development and implementation. Delays in approval for next stages have resulted in additional project team costs.

High impact areas Projected high impact categories are creating and making better use of resources, and improving the way in which CRB deliver services. Implementation may lead to increased costs in police forces, and these may result in additional costs to CRB.

Department or agency: **Criminal Records Bureau**
Name of innovation: **Interim I-PLX – System for searching disclosure information across police databases**

This innovation is a system allowing the Criminal Records Bureau (CRB) to search and capture ID information from forty-three police forces that is relevant for criminal record disclosure. This system supports existing processes in place for gathering relevant disclosure information. It is being carried out in conjunction with Association of Chief Police Officers (ACPO).

Time scales From introduction of the system to rollout being completed was six months. I-PLX was a by-product of a pilot exercise for a full PLX implementation; hence decision time was relatively short.

Origins and development The main triggers for this innovation were working with peer organisations (ACPO and police forces), and spin offs from previous work. Secondary triggers were efficiency drives in the organisation, and the Invest to Save Budget status and funding. The main points of origin were two individuals, one in CRB and the other in ACPO.

The main internal processes were practical experimentation and looking for spin-offs. Senior management commitment is cited as an important factor. The main external process was working with private sector contractors, and full support from the Police Service.

Staff and budget The innovation involves two staff from CRB and around twelve staff in partner organisations or secondment positions. The total budget is £1.3m. There were unforeseen costs of £30,000 associated with the need to undertake additional checking, resulting in further workload sizing activities.

High impact areas I-PLX has led to a 5 per cent increase in disclosure of relevant information. It has also enabled the Home Office to provide police forces with online access to copy data (INI) as a first deliverable of the IMPACT Programme. CRB suggest that with further effort this system could help to prioritise work. Also, information disclosed will be more complete and comprehensive. There were no barriers to innovation. This was due to political support, Police Service support, the IT partner, and strong top of office support and funding.

Department or agency: **Defence Aviation Repair Agency**
Name of innovation: **The Roll-Back Programme for helicopter repair**

In late 2004, the Defence Aviation Repair Agency (DARA) took on responsibility for the maintenance and repair needs of a number of helicopters. This innovation is an example of a lean management programme, whose central aim is to increase capacity using the same resources, and therefore achieve efficiency savings. Using consultancy assistance, DARA introduced the Roll-Back Programme to implement a 'one piece flow' where work is only undertaken to meet the customer's requirement. Work is now 'pulled' by the customers' need, prioritising stages in the repair loop allowing more items to be serviced using existing infrastructure.

Time scales The total time to market for the innovation is projected to be thirty months for all three 'platforms', although two of the platforms will reach full implementation much earlier. The early stages have all been completed in a total of seven months.

Origins and development The primary origin for the innovation was a response to a change in Ministerial priorities. A secondary point of origin was efficiency drives within DARA, combined with a change in its role or functions as an organisation. The main origin for the innovation was a private sector consultancy which already had considerable expertise in the aviation industry. A secondary point of origin was another public sector organisation (the Defence Logistics Organisation is mentioned).

The key internal process for development of the innovation was practical experimentation combined with formalised brainstorming sessions. Making funds available together with board-level sponsorship and ongoing support were also important. Regular review is also cited. Cooperating with other government agencies combined with working closely with Ministers was the key external process. Working with parliamentary audit or other review bodies has also been important.

Staff and budget About 130 staff are identified as being involved in the innovation, with six senior DARA managers, plus another 100 DARA staff. Twenty-five staff from partner organisations also work on the innovation, plus one person contracted to DARA. The total cost for the innovation is £2.2 million all of which are implementation costs. The main unforeseen cost was the productive hours lost while running improvement events, though these have been offset by releasing experts to implement the changes.

High impact areas Very high impacts are projected in reducing the core costs of business, making more effective use of existing resources and improving service delivery. Performance evaluation is also anticipated to be improved significantly.

Department or agency: **Defence Communication Services Agency**
Name of innovation: **Defence Information Infrastructure Convergence Project**

This innovation is a consolidated systems infrastructure allowing exchange of data and operational planning between Defence HQ and Front Line Commands. An Integrated Design Team, made up of commercial providers, Ministry of Defence staff and software suppliers was established to develop a single blueprint design, that has been adapted and deployed by each of the provider organisations.

Time scales Total time to market was forty-eight months, over half of this absorbed by work to roll the system out across Commands. The deployment timetable had to take into account a number of relocations, new build projects, and building renovations.

Origins and development The main trigger for the Defence Information Infrastructure (DII) Convergence Project was the need to improve the existing activities of the Defence Communication Services Agency (DCSA) pending the longer term provision of a completely new Infrastructure. DCSA states that a 'better system was required to improve the Operational Planning cycle'. The main point of origin was at senior management level, after a review of Operational Management Requirements.

Crosscutting work and 'spin offs' are cited as the most important internal factors, mainly negotiating across existing 'stovepipe' systems and supply arrangements. Main external factors include cooperation with government departments, and working with private sector suppliers. There was also consideration of other country defence communications infrastructures too.

Staff and budget This was a relatively large-scale programme involving seventy-five DCSA staff and over 700 staff from partner organisations. The cost was around £113m. Major unforeseen costs were an increase in demand for services and greater expectation for innovations in the future.

High impact areas Main areas of impact were improving flexibility and responsiveness, and offering new or extended services. More services have been offered to a much wider community. The major barrier was difficulty in freeing up resources from existing activities, with secondary level problems with silos and private sector contractors.

Department or agency: **Defence Communication Services Agency**
Name of innovation: **Boxer Communications Towers**

This innovation is managing Ministry of Defence (MoD) property to achieve better value for money. The Defence Communication Services Agency (DCSA) has used the wider markets initiative (WMI) to find a specialist commercial partner to manage and maintain a network of about 100 Boxer communications towers. These towers, owned by MoD, often contain spare capacity, and this can now be leased to third parties, bringing supplementary income to MoD. This also avoids demolition costs and ensures that Towers are kept in a ready-to-use state in case of emergency.

Time scales The programme took thirty months to complete, having been projected to take one year. DCSA predict a further fifteen months on the project as it stands.

Origins and development This innovation was triggered primarily by a change in Ministerial priorities combined with efficiency drives inside the agency. The point of origin was a private sector provider in conjunction with middle management in the agency.

The main internal factors are crosscutting work and ‘spin offs’, for example the WMI. Working with parliamentary audit or review bodies is mentioned as a key external process, with the wider markets initiative office mentioned. There are four listed barriers to innovation, mainly reluctance to try new things.

Staff and budget Only two DCSA staff are involved in administration on this project. There are fifteen employees involved from partner organisations, primarily the contractor.

High impact areas Main areas of impact are reducing costs, creating new resources, improving flexibility, and offering new services. Without the WMI project, it would have been necessary to demolish or maintain around 100 of the Boxer towers. All MoD tower owners can now use this WMI to manage their tower estate.

Key impact statistic *(projected or achieved)* DCSA project income to the MoD of £18 million over the 20-year lease period of towers to commercial users.

Department or agency: **Defence Estates**
Name of innovation: **Procurement of specialist support services for delivering Lands Management Services**

This innovation relates to the procurement of specialist support services to provide assistance where it is not economically viable to deliver within Defence Estates (DE). DE historically contracted with 54 providers of surveying support, this was rationalised to two specialist external service providers enhancing DE's technical capability. Also, by working in partnership with these contractors, additional benefits have been achieved. In particular, providing the partners with holistic information has enabled private sector best practice to be injected in to the strategic estate management and cost savings of up to 70 per cent have been achieved by packaging work and providing a consistent demand

Time scales The total time to market was 40 months, with all but the last (and longest) mainstreaming phase achieved to date. Most of the stages took between one and six months. Of note the procurement process from the industry open day, to contact award with the two external providers was achieved in five months. The exceptions were creating a work team to formulate a strategy and mainstreaming which both took around 12 months.

Origins and development The primary trigger for the innovation was the drive for increased efficiency within a core process combined with changes in the way DE resources are used. Also important was spin-offs from other work together with private sector firms offering new delivery solutions. Members of staff within DE were the main origins with senior and middle management the most important, followed by frontline staff in combination with a private sector advisor.

Important internal factors were making funds available and formalised brainstorming sessions. Training and staff development schemes plus looking for spin-offs are also mentioned. Externally, developing solutions with private sector firms allied to conducting market research was the crucial factor. The private sector advisor was able to draw this research together and advise DE on services to retain in-house and work to be outsourced.

Staff and budget Five per cent of one full time member of staff at senior management level, plus three other staff in DE. Also, 0.3 FTE staff contracted to the organisation. Total costs are £235,000, of which £180,000 are administrative costs of development and £55,000 on administrative costs of implementation. The main unforeseen cost was generating expectation of further innovation. The Project tapped in to a rich seam of latent thinking, attracting start up costs prior to efficiencies, together with higher demand for DE services as surveying support became increasingly available, to a degree this dissipated the savings.

Key impact statistic *(projected or achieved)* DE plan to reduce the delivery costs for Lands Management Services by 18 per cent over the next two years, representing a saving of £2.24 million. The overhead cost of procuring specialist support and running the innovation programme has been rapidly overtaken by the savings. On one property disposal alone, the fee to DE's partner is set to reduce by £700,000 when compared to the rates payable prior to this innovative approach to partnering with industry.

Department or agency: **Defence Estates**
Name of innovation: **Prime Contracting (Regional Prime Contracting)**

This innovation is the development of 'collaborative working', and reduction in the number of direct major contracts let by Defence Estates (DE) from around 800 to between 10 and 20, to increase value for money in procurement. DE recognised that contract regimes across the UK had become too complicated and involved too many stakeholders. This has simplified contracts by region, rationalised the number of contract agreements, and placed strategic responsibility with a small number of key contractors. There should deliver better Supply Chain Management, with incentivised payment mechanisms, continuous improvements, economies of scale and partnering.

Time scales 60 months in total as the projected time to market. The first implementation has been completed, with all five Regional Prime Contracts awarded, covering the UK mainland built estate. The first contract was let in 2003 and the last in November 2005. Each contract lasts 7 years, with an option to extend to 10 years.

Origins and development The primary trigger was efficiency drives within MOD combined with private sector firms developing innovative solutions. In particular, firms looked at how they could implement the Latham Report recommendations, discussing this with the MoD, leading to trial projects. Therefore, the primary origin was central government, together with DE senior managers. A third party group (Movement for Innovation) and other industry representatives were important too.

Regular review and formalised brainstorming sessions were the most important internal factors. Away days and looking actively for spin-offs was also important. Externally, cooperating with other government agencies and developing solutions with private sector firms was key.

Staff and budget Around 50-80 in-house staff were involved in developing the innovation which has a target to deliver an output efficiency of 30 per cent through life value for money improvements in the management of the Defence Estate. Currently approximately 30 per cent of DE personnel are working in Integrated Project Teams under Prime Contracts.

High impact areas High impact advances are projected in reducing core business costs, making more efficient use of existing resources and offering new/extended services to end users. The new ways of working took some time to bed down but appear to be proving to be more efficient and effective.

Department or agency: **Defence Estates**
Name of innovation: **Project MoDEL- Prime Plus Contracting**

This innovation is a type of 'total' procurement strategy, called Prime Plus Contracting, where a major contractor is selected to undertake a programme management role, taking the lead in co-ordinating and delivering the entire project, including construction, selling surplus sites, financing the deal, relocation of personnel and equipment. Previously, Defence Estates (DE) would break large projects down into component parts. One benefit is that integration risks can be transferred to the contractor who can focus on value creation - achieved through financial structuring, optimising planning consents, programme management and procurement skills – with incentives to aspire to higher returns than typically found in PFI or Prime Contracting deals.

Time scales The OJEC for Project MoDEL was published in September 2004 and in March 2006, DE selected a consortium of VINCI plc and St Modwen Properties plc as Preferred Bidder for the project. Contract Award is scheduled for July 2006. Subject to Financial Close the redevelopment is due to begin by the end of the year.

Origins and development Efficiency drives combined with Learning from Experience were the primary trigger for the concept. Secondly, private sector firms together with working alongside peer organisations were also important. The primary point of origin was a member of staff in DE middle management. They worked together with other DE staff, Partnerships UK (PUK) and external consultants. Moreover, the Project team work closely with English Partnerships, the Greater London Authority, Local Authorities, ODPM and other Strategic Governmental Bodies to pursue an optimal strategy to release the development potential of the sites involved.

The key internal process was practical experimentation. Other important factors were making funds available, cross-cutting work and training and staff development schemes. The key external process was cooperating with other government agencies (PUK) together with developing solutions with private firms.

Staff and budget The Project uses an Integrated Project Team approach where 16 DE and 2 RAF full time members of the Project MoDEL team work hand in hand with the Project's consultants and representatives for the customer. The resource costs through to Contract Award total £6 million.

High impact areas High impact advances are projected in reducing core business costs, making more effective use of existing resources, improving service delivery, improving DE's flexibility and responsiveness, improving the quality of life for service personnel and, most importantly, delivering a core site fit for purpose, that is Defence capability.

Key impact statistic *(projected or achieved)* MoDEL is projected to reduce core business costs by £14 million per year, and release around 100 hectares of predominately brown field land for re-development, generating receipts to be re-invested. Moreover the release of such land within the M25 could make a significant contribution to the Capital's housing supply.

Department or agency: **Defence Procurement Agency**
Name of innovation: **'DPA Forward' change programme**

'DPA Forward' is a major change programme, designed to achieve greater consistency in implementing the principles of Smart Acquisition. The Defence Procurement Agency (DPA) recognises that the principles on which Smart Acquisition was founded were correct, and where they had been applied, projects succeeded. However, those principles had not been consistently applied across the Agency or the wider Department. A more consistent application of these principles will therefore bring better results on time, cost, and functionality performance of defence equipment.

Time scales The programme has a time to market of approximately thirty-six months. From the start of 'Stock take' studies through to conclusions out for consultation took seven months. Implementation of 'key changes' followed three months later, leading to Peer Review, and then final launch of DPA Forward. There are currently six major work strands, with aimed completion within the next year.

Origins and development DPA cites 'crisis or difficulties in their activities' and 'working with peer organisations to join up delivery' as major triggers for the innovation. There was in particular 'concern over public criticism of defence procurement performance'. A critical point was also the appointment of a new Chief Executive in May 2003. Commitment from the Chief Executive is mentioned as the critical factor that explains emergence of this innovation.

Major internal factors driving the innovation are 'cross-cutting work by business development units' and CEO commitment. This is supported by the availability of funds to set up the Programme (£700,000 over three years), and practical experimentation and trial and error. Major external factors are working with parliamentary audit and review bodies. Also, they cite commissioned work from independent policy consultants.

Staff and budget Some 50 staff are involved in the delivery of DPA Forward, with changes being executed across an organization of more than 4000 personnel. Total cost of DPA Forward is £6 million. All costs are administrative costs.

High impact areas Major impact categories are 'improving the way in which services are delivered' and 'improving performance evaluation'. Realistic objectives for the programme are 'routine achievement of Key Targets and an improved reputation for defence procurement'.

Department or agency: **Department for Culture, Media and Sport**
Name of innovation: **Lord Burns Charter Review**

This innovation is the form of consultation used by the Department for Culture, Media and Sport (DCMS) to inform research conducted for the Burns Review into the BBC's charter renewal. It involved holding a series of seminars, each one consisting of a few members of the independent panel, a number of experts and senior BBC executives and governors, in front of a small invited audience of industry experts and members of the public. These seminars generated popular opinion and expert advice, which filtered into the Burns Review final document.

Time scales The total time to market is eight months.

Origins and development A change in Ministerial priorities was the primary trigger for the innovation, as the series took place leading up to the publication of the Green Paper on the BBC. The series took place at a time of increased level of interest in the BBC (a change in the policy environment). The primary origin was the experience of seminars used by Burns in the foxhunting review, combined with senior management input.

Using websites to post and discuss new ideas was the key internal process, followed by looking for spin-offs. Formalised brainstorming sessions and training and staff development schemes are also mentioned. The independent panel was the most important external factor, combined with commissioning research from academic institutions. Secondly, conducting market research and working with interest associations was important. Working closely with central government and Ministers was also important.

Staff and budget About sixteen staff in total played some part in the innovation, all furnished from existing resources: one senior DCMS manager, five other DCMS staff and up to ten staff in partner organisations for example the BBC. Total costs of £45,000, split between administrative implementation of £21,000 and capital implementation of £24,000.

High impact areas The highest impact advances were improving service delivery to customers and offering new/extended services. Other high impact gains were making more effective use of existing resources, improving the organisation's flexibility and responsiveness, improving performance evaluation and improving work life of staff.

Department or agency: **Department for Culture, Media and Sport**
Name of innovation: **Centralisation of appointments to Executive Body boards**

This innovation is the centralisation of decision making within the Department for Culture, Media and Sport (DCMS) for appointments to the Boards of Executive Bodies under DCMS responsibility. DCMS deals with more than 50 Executive Bodies, which receive 97 per cent of DCMS Exchequer funding and act as Lottery distributors. There are around 600 board members in total, and 170-180 appointments are made each year. Previously, this was handled by Relevant DCMS policy officials. However, in an effort to bring greater consistency and efficiency to this process, this will now be carried out by one administrative unit.

Time scales Total time to market was thirty months, without piloting or testing.

Origins and development DCMS appointed a new Permanent Secretary in December 2001, and this led to plans to modernise and streamline various areas of business. This innovation originated with senior and middle management levels in the DCMS.

DCMS cite cross-cutting work as the most important process involved in this innovation, and accentuate the importance that originators are ‘given the formal remit to develop’. Employee suggestion schemes were also used. The most important external process was commissioning work from independent policy consultants.

High impact areas Moderate gains in the areas of delivery of services, evaluation of performance, responsiveness and flexibility, and improving staff work life. DCMS say that they have ‘reached a steady state’. The largest barriers were reluctance to embrace new ways of working and lack of agreement about objectives.

Department or agency: **Department for Culture, Media and Sport**
Name of innovation: **Project based approach to work**

This innovation is the adoption of a project-based approach to the work of the Department for Culture, Media and Sport (DCMS). Much of DCMS role involves multi-organisational working and quite complex delivery chains, so a project-based approach to tasks allows for greater flexibility and diversity to be integrated into core business functions. Project-based approaches also allow for multi-organisational networks of stakeholders to be more effectively managed, on time and on budget.

There are two phases to this innovation, ensuring full buy-in across the organisation, and secondly engaging with delivery partners (that is Executive Bodies). DCMS report they have made 'significant inroads on the first, and the second forms part of the wider modernisation agenda'. The OGC Gateway process is central to how senior staff and project employees have been trained. DCMS have introduced a new top tier structure of Programme Senior Responsible Owners at Director General level, responsible for overseeing how project working is filtering through the organisation.

Time scales The innovation is twelve months old so far, but ongoing.

Origins and development This innovation emerged from an internal efficiency review and changing the way the organisation uses resources. A key trigger for this change programme was the realisation that a large proportion of staff time was spent in reactive work, and there was little scope for flexibility in responding to changing Ministerial priorities. The arrival of a new Permanent Secretary with a background in project working helped to encourage this new approach.

Reference is specifically made to this innovation being part of the response to the Gershon Review. As familiarity with project based working increased, DCMS drew more on Gateway principles, with High Risk reviews provided by the Office of Government Commerce and the development of internal capabilities for Medium and Low Risk reviews.

Staff and budget Around 435 staff are involved in this innovation. Training on project management has cost around £40,000 in total.

High impact areas Project teams are using more standardised methodologies, and projects are being run more effectively. Staff involved report that the project-based approach gives them a greater feeling of being in control of their workload, and the ability to negotiate the use of their time.

Department or agency: **Department for Education and Skills**
Name of innovation: **Innovation Unit**

The Department for Education and Skills (DfES) established the Innovation Unit following the 2002 Education Act. The Unit gives a focal point to innovative practices within the DfES. It aims to help engender a culture of developing and utilising innovation. It has both co-ordinated the dissemination of best practice from schools and has also instigated its own projects. The Unit also administers the 'Power to Innovate' legislation which allows schools to enjoy less regulation under certain condition.

Time scales The Innovation Unit took about two years to set up, from the publication of the relevant White Paper through to the Unit being launched and senior management team being appointed.

Origins and development The primary trigger for the Innovation Unit was a response to new priorities set out in a government manifesto. It was set up to draw upon the expertise and knowledge of professionals working in schools, so working with peer organisations to join up delivery was a secondary origin. Another trigger cited is responding to difficulties or crises within DfES. The main origin for the innovation was at Ministerial level, followed by central government executive level. Senior managers within the organisation were also important.

The key internal process was creating the time and space for free thinking. Also important was practical experimentation, with training and staff development schemes also listed. Externally, working closely with Ministers was the key process. Conducting market research with end users was important, and cooperating with other government departments and agencies is also cited.

Staff and budget Nine staff were involved within the Innovation Unit, including three senior managers. Another 200 staff in partner organisations and ten staff contracted to the organisation are also involved in its work.

High impact areas Moderate impacts are projected in creating new resources, improving service delivery to end users and improving the organisation's responsiveness and flexibility. The Innovation Unit has had a strong impact on schools in making better use of their resources.

Department or agency: **Department for International Development**
Name of innovation: **Corporate Performance Ladder**

This innovation is a performance framework which links the Millennium Development Goals to individual Department for International Development (DfID) staff members' personal job plans. This is done via a 'performance ladder' that charts government and Departmental performance targets, from Public Service Agreements (PSA), through Directors' Delivery Plans, country plans and departmental or team plans. Members of staff are held accountable for their performance against relevant targets at their level. This potentially strengthens the incentives for members of staff to work towards departmental objectives, clarifies what is expected from every member of staff, and generates clearer accountability structures throughout the organisation.

Time scales The total time to market is given as six months, which covered communication and dissemination throughout the organisation. The Corporate Performance Ladder was developed during the time of the PSA 2003/06. There was immediate roll out with no testing and evaluation periods.

Origins and development The experience of the PSA 2001/04 led to the decision to have a tighter performance framework. The origins for the innovation are given as senior and middle management. Ensuring alignment between DFID's high level goals and the contributions of individuals and teams is given as the key internal driver for developing the innovation.

Staff and budget The design and dissemination of the framework was carried out at the centre of DFID with implementation and mainstreaming across the organisation . The total cost given is £5,000, which is all for administrative costs of implementation.

High impact areas The highest impact areas for advance have been improving the way in which services are delivered to end users and improving the way in which performance is evaluated. Moderately high advances have also been noted in making more effective use of existing resources, increasing the understanding of individuals in delivering the organisations objectives and improving the organisation's responsiveness and flexibility.

Department or agency: **Department for International Development**
Name of innovation: **Reverse electronic auction**

This innovation is an e-auction system, allowing the Department for International Development (DfID) to procure goods and services online at lower cost and with increased competitive edge. It is still relatively uncommon across central government organisations. It is hoped this innovation will make the procurement process simpler and more efficient, also raising levels of staff interest and enjoyment in their work. This system was recently piloted in the recent purchase of new PCs for DfID.

Time scales The total time to market is projected to be twenty-one months. Some stages are planned to overlap. A pilot of the e-auction has been successful.

Origins and development The main trigger was efficiency drives within DfID, combined with the availability of new technology solutions. Also, the Office of Government Commerce championed the use of innovative purchasing strategies to achieve savings. This combined with senior management recognising the opportunity for gaining better value for money from their procurement process.

The key internal process was making funds available together with looking for spin-offs. Also listed are formalised brainstorming and using websites for posting and discussion of new ideas. Important external factors were cooperating with other government agencies and working closely with central government executive staff.

Staff and budget The administrative cost of development is £2,000. The main unforeseen cost was generating expectation of more innovations and an increase in demand for services, dissipating potential savings.

High impact areas The main advances achieved are making more effective use of resources, improving service delivery, improving DfID's evaluation of performance and improving the organisation's responsiveness and flexibility.

Department or agency: **Department for International Development**
Name of innovation: **The Rough Guide to a Better World**

This innovation is the production of the information book *The Rough Guide to a Better World*. The book's aim is to inform individuals about what they can do in their everyday lives to help eliminate global poverty. The Department for International Development (DfID) (in association with Rough Guides Ltd.) developed, produced and distributed 2.5 million, to help enable individuals to take action in support of the Millennium Development Goals.

Time scales Total time to market (from inception to distribution) was twelve months, with some overlap between some stages since mainstreaming took eleven months. Some stages were completed quickly such as testing and piloting (two weeks) and evaluation of testing and piloting (one week).

Origins and development Direct action by citizens and/or media campaigns is given as the primary trigger, together with a change in Ministerial priorities. A secondary reason was private sector firms developing new solutions combined with changes in the way DfID uses resources. A general background reason was a change in the policy environment. The Guide originated with a private sector contractor together with an individual member of DfID staff.

Making funds available and formalised brainstorming were the most important factors to the development of the innovation. Regular review, and training and staff development schemes are also mentioned. Developing solutions with private sector firms and conducting market research were key external processes. It was also important to work closely with Ministers.

Staff and budget One full-time member of staff, plus 0.5 per cent of senior management time were involved in the innovation. Capital costs of implementation are £900,000.

High impact areas The highest impact advances achieved have been creating new resources and offering new services to customers. Other high gains include improving service delivery, improving DfID's performance evaluation and improving responsiveness and flexibility.

Department or agency: **Department for Transport**
Name of innovation: **Transport Direct internet travel information service**

This innovation is a web-based information service covering all modes of transport across Great Britain. It aims to move travel information away from *how* a person travels to *why* they are travelling. People can plan journeys according to places and transport types using a range of transport information. It is one of the government's key e-enabled services and was originally introduced in the Department for Transport (DfT) 10 year plan. It is hoped that it will encourage use of public transport.

Time scales Forty-one months in total, with all phases completed. There was some overlap between phases, with each stage lasting between five and eighteen months. The testing phase took longer than envisaged, though part of the website was in the public domain during this time.

Origins and development A manifesto priority was the main trigger for the innovation, reflecting a wider e-enabling commitment. Working with peer organisations, such as the AA and National Rail Enquiries was necessary to join up delivery. New technology such as Microsoft.net was also important. Central government was the primary origin of the innovation, though other public sector organisations such as Traveline were important. Private sector contractors also had a part to play.

The most important internal process was making funds available, followed by practical experimentation combined with looking for spin-offs. Away days are also cited as useful. Externally, conducting market research together with research from academic institutions was key. Developing solutions with private sector firms and working with interest associations was also important. Cooperating with other government agencies is also listed.

Staff and budget About fifty staff in total, comprising one senior DfT manager, fourteen other DfT staff, about thirty people from partner organisations and six contracted to DfT. Total costs were about £32.9 million, of which £13.9 million was spent on capital development (and a further £13.7 million on implementation), plus £3.6 million on administrative development (with a further £1.7 million on implementation). The main unforeseen cost was an increase in compliance costs for customers.

High impact areas High impact advances achieved are improving service delivery to customers and offering new/extended services. Moderate impacts are also projected or have been achieved in other areas, notably creating new resources and improving responsiveness and flexibility.

Department or agency: **Department for Environment, Food and Rural Affairs**
Name of innovation: **Whole Farm Approach to regulatory interaction with farmers**

This innovation is an overarching strategy to modernise the Department for Environment, Food and Rural Affairs' (Defra's) dealings with the farming community. It aims to enable fast and efficient paperless communications between regulators and farmers, thereby improving the quality of services that Defra provides to one of its core client groups. Defra is developing an electronic channel through which farmers can carry out all their interactions with regulators. A core building block is the initial collection of data from farmers via a modular, electronic questionnaire. Regulators will then use this research to target their activity. Farmers demonstrating good practice face a reduced likelihood of inspection.

Time scales The first two stages of the programme have been completed with a live service launched on 28 March 2006, but the completion of rollout is expected to take up to four years. The testing and piloting stages are likely to be relatively short, meaning that the total 'time to market' is projected to be forty-one months.

Origins and development A policy review within Defra together with working with peer organisations is cited as the primary trigger for the innovation. The availability of new technology is also important. Senior management and ministers are jointly seen as the primary point of origin; third party organisations together with another public sector organisation were a secondary origin.

Formalised brainstorming and making funds available were the key internal factors, with practical experimentation together with regular internal review also important internal factors. Externally, cooperating with other government agencies in combination with Ministers was key; additionally, market research and developing solution with private sector firms was important.

Staff and budget Around sixty staff are involved altogether: twenty-eight contracted to Defra, five in partner organisations, with the remainder in Defra, nearly all below Grade 5. Total costs to date are some £5.15 million, which includes £1.7 million on administrative costs of development and £3 million on capital costs of implementation.

High impact areas Impacts are projected to be high, particularly in terms of making more effective use of existing resources by reducing duplication of effort by Defra and farmers, improved service delivery, improving Defra's flexibility and offering extended services to customers. Reducing core costs should also be a result of the innovation being fully implemented.

Department or agency: **Department for Environment, Food and Rural Affairs**
Name of innovation: **'Taking it on' consultation process**

This innovation is a consultation process used by the Department for Environment, Food and Rural Affairs (Defra) to collect opinions on its new sustainable development strategy. This was a wide-ranging consultation generating opinions on forty-two separate aspects of the strategy, from local authorities, local strategic partnerships, regions, community groups, business, NGOs and academics. The methods used included website postings and online dialogues, regional dialogues, themed events and facilitated workshops, to supplement email and postal response methods. It is hoped the results of the consultation will support more evidence and interest-based policymaking. An internal Defra report recommended that the Department continue to use these consultation methods.

Time scales Twelve months in total (no roll out required). Two months each on first ideas to investigate agreement and creating a team/ formulating a strategy; four months each on testing/piloting and evaluation of testing/piloting.

Origins and development Availability of new technology and new solutions from private sector firms were key triggers. Key origins for this innovation were frontline staff in the Sustainable Development Strategy Team, and private sector partners.

Important internal factors were making funds available, crosscutting work, away days and staff development schemes. Externally, cooperating with other government agencies and developing solutions with private sector firms was key.

Staff and budget Twelve staff in total: one senior manager; seven internal; and four in partner organisations. Total cost was £935,000: £146,000 on administrative costs of development; £200,000 on administrative implementation; and £589,000 on capital costs of development and implementation.

High impact areas The consultation process reached a larger number and a greater variety of stakeholders. High impact advances achieved are making more effective use of resources, improving service delivery, improving Defra's responsiveness/flexibility, and offering new/extended services. Moderate impacts were found in areas of reducing core costs, improving the organisation's evaluation, and improving work life of staff.

Department or agency: **Department for Environment, Food and Rural Affairs**
Name of innovation: **Evidence and Innovation Strategy 2005/08**

This innovation is a strategy which aims to deliver an improved, coherent and fit-for-purpose agenda for collecting evidence and encouraging innovation, and making sure these activities are better aligned to key policy goals of the Department for Environment, Food and Rural Affairs (Defra). The strategy should encourage new ways of working, new approaches to procuring knowledge, and better evidence-based policymaking to achieve strategic ends. It is also designed to identify cross-cutting research needs and encourage joined up thinking.

Time scales The total time to market is twelve months, with all stages completed, though full implementation is expected to take one to two years more, as the new approach becomes embedded in the organisations. The process followed Defra's Corporate Strategy rather than stages corresponding to those in the survey.

Origins and development The innovation was developed primarily in response to concerns that Defra's approach was silo and discipline-based, together with a change in Ministerial priorities. Also important were looking for spin-offs and efficiency drives within Defra. The primary point of origin was a team of private sector consultants and civil servants who developed the underlying analysis.

Crosscutting work and making funds available were the most important internal factors for developing the innovation. Looking actively for spin-offs and regular review were also key processes. Commissioning work from independent policy consultants together with research from academic institutions were the most important external factors.

Staff and budget About five staff in total, with the support of up to eight consultants at various stages of the project. The total cost is about £500,000. The only unforeseen cost was an increase in the costs of providing technical support.

High impact areas Very high advances are anticipated in reducing core costs, making more efficient use of resources, improving service delivery to end users and improving the way in which Defra evaluates it performance.

Department or agency: **Department of Health**
Name of innovation: **Establishing a central Customer Service Centre**

This innovation is the establishment of a Customer Service Centre to deal with all correspondence to the Department of Health from MPs and the public. In 2001/02, the Department of Health (DH) was near the bottom of performance tables for responding to correspondence, achieving Whitehall standards in only around 30 to 40 per cent of cases. This change brings all areas relating to DH correspondence together under a centralised management and handling structure. The new Centre has adopted more integrated and flexible working practices, better staff conditions, and more comprehensive performance management. This Centre now achieves over 90 per cent of cases within Whitehall standards.

Time scales DH realised in 2001/02 that they missing targets, and within three years, the Centre was set up and running. Completion and rollout took about twenty months.

Origins and development The major trigger for this innovation was response to obvious difficulties with correspondence delays, and a change in the function or roles of the organisation. Also efficiency drives and changes in day-to-day use of resources. The point of origin for this innovation was senior management and an individual within the Department.

Cooperation with central executive bodies was also mentioned. External processes are listed as cooperation with central executive bodies and Ministers. However, the main processes seem to be practical experimentation and regular internal review.

Staff and budget There are around eight DH staff, and eighty Service Centre staff. This includes two Grade 5, and two Grade 6. The breakdown is twenty permanent staff and sixty agency staff. Total cost to date is around £180,000, pending refurbishment costs to open plan offices.

High impact areas Impact areas are reducing costs (a reduction of 50 per cent in staff costs), creating new resources, improving service delivery (see targets below), and most of all, improving flexibility using mix of permanent and temporary staff.

Key impact statistic *(projected or achieved)* DH now achieve Whitehall Standard target for Ministerial Correspondence and Departmental emails. Over 80 per cent of telephone calls are answered within 30 seconds and 97 per cent within 90 seconds.

Department or agency: **Disability and Carers Service**
Name of innovation: **Helpline Transformation Programme**

This innovation is a programme to improve the quality of services provided to the public through the Disability and Carers Service (DCS) helpline. DCS sought to improve low standards of service for customers phoning up for information. In 2004/05, less than 50 per cent of calls to the previous helpline were answered within 30 seconds (despite a target of 90 per cent), and 18 million engaged tone calls were registered. This innovation establishes a centrally integrated operations unit, generating increased capacity, pulling together disparate helpline services, improving flexibility and enabling expansion as the additional resource became available.

Time scales The total time to market was seven months, with a 'big bang' approach adopted. Two months after the initial roll-out, 320 operations staff had been trained, with the remaining 300 due to be trained within the next seven months.

Origins and development The primary trigger was a response to the crisis of missed calls, combined with the availability of technology solutions. Also important was a change in the functions of DCS (it became an Executive Agency) together with efficiency drives. Senior and middle managers were the instigators of the innovation. Frontline staff and evidence from customers were also important.

A review of Helpline performance within DCS was the most important internal factor, together with making funds available. Cross-cutting work was also key, and practical experimentation is also mentioned. Conducting market research and developing solutions with private sector firms were the most important external factors.

Staff and budget Around 800 staff were involved in total. This included two senior managers, about 800 other DCS staff, and one from a partner organisation. The total cost (most of which will be spread over five years) is £880,000. This includes £700,000 for capital costs of implementation. Administrative costs are £150,000, two-thirds of which are for implementation. £30,000 was spent on capital development.

High impact areas Very high advances achieved in making more effective use of existing resources, improving service delivery to customers and improving the organisation's flexibility and responsiveness. It is also anticipated that the innovation will greatly improve the way DCS evaluates its performance.

Key impact statistics *(projected or achieved)* Revised targets now set are to answer 90 per cent of all calls with no more than 1 per cent blocked. The performance for the full year ended 31 March 2006 was 92.4 per cent of all calls answered, with busy message/engaged tone figures of 36,654 (0.7 per cent of all calls presented). A survey conducted in May 2005 showed a 91 per cent improvement in the number of customers getting through on their first attempt. The March 2006 customer satisfaction survey showed 97 per cent rated the Helpline service good or very good, with 86 per cent rating it very good.

Department or agency: **Driver and Vehicle Licensing Agency**
Name of innovation: **'Drivers Re-engineering Project' database for driver transactions**

This innovation is a change programme designed to make electronic high volume transactions carried out between the Driver and Vehicle Licensing Agency (DVLA) and drivers. DVLA aim to develop a central driver database by the end of 2005, along with web channels necessary for meeting e-government targets. Within three years, they envisage a 'fully re-engineered' drivers system, allowing transactions with drivers to take place in an electronic and integrated format.

Time scales DVLA estimate that this programme will be complete by 2008. The initial technology is now in place underpinning the Drivers Strategy, a customer database, and an enquiry facility.

Origins and development DVLA responded to three major triggers for this innovation. First, they cite the Gershon report for efficiency reasons. Second, the e-government delivery targets set by the Cabinet Office e-government unit. Finally, the Driver Vehicle Operator (DVO) modernisation programme is pushing this innovation through. 'Responding to EU directives' is also cited Much of this innovation has come from within DVLA, 'working with peer organisations' and 'changes in the way that you use resources'.

The main points of origin are listed as Ministerial and central government executive level, followed by senior management level. The most important internal processes were making funds available and crosscutting work by business development units. The most important external processes were cooperating with other departments and agencies, and conducting market research with end users.

Staff and budget There are around 200 staff involved in this programme, 127 of those in partner organisations.

High impact areas DVLA list high impacts in 'reducing costs, improving delivery, and offering extended services'. Two main barriers are cited, the number of approval boards through which the Business Strategy must go to reach clearance, and the length of time taken to remove policy or legislative constraints.

Department of Agency: **Driver and Vehicle Licensing Agency**
Name of innovation: **Electronic Vehicle Re-licensing**

This innovation is an electronic service designed to provide an additional and convenient way for customers to pay for their tax disc, and also for people to let DVLA know that they have taken their vehicles off the road (declaring SORN). The new channels include the internet and telephone, by Interactive Voice Recognition (IVR). There are around 39 million licensed vehicles which, if the vehicle owner chooses, can potentially use this new service.

Timescales EVL went live for vehicles not requiring an MoT certificate during 2004 and was extended to vehicles over three years old with the creation of the link to the MoT database in April 2005. A link was created to the Department for Work and Pensions and the Veterans Agency in April 2006 enabling customers who do not pay for their road tax to also relicense their vehicles or declare SORN electronically. The co-ordinated, national and regional PR launches will have been rolled out in the first half of 2006. It is predicted that by April 2007, all customers will have a computerised MOT and therefore will be eligible to re-license electronically.

Origins and development This is the first service that DVLA has introduced as part of the Modernising Government Agenda to make sure that government services are simple and swift, and that they deliver what customers really want. Further triggers include the Driver and Vehicle Operator (DVO) modernisation programme and the e-government delivery targets set by the Cabinet Office e-government unit.

Re-licensing and declaring SORN electronically means that customers now have an additional and convenient way to pay for their tax disc or declare their vehicle off the road. They can save time by re-licensing their vehicle, or declaring SORN in their own home or at work, and no longer need to provide their paperwork as DVLA will check the relevant databases to ensure the vehicle is roadworthy and insured.

The main points of origin from the outset were making the funds available, creating excellent working relations with DVO agencies and external organisations, and conducting market research with end users to ensure the new channels were user friendly and met the needs of our customers.

Staff and budget Around ten DVLA staff were involved in the original project, along with 65 staff from partner organisations.

High impact areas These include reducing costs and offering additional channels to transact with DVLA, a 24/7 service which will update the DVLA systems in a timely manner therefore improving the service delivery and flexibility to all customers. DVLA has already achieved its early targets of 20 per cent successful take-up prior to publicity, and has set a target of achieving successful take up of at least 60 per cent for eligible customers by 2010.

Department or agency: **Driving Standards Agency**
Name of innovation: **Advanced Speech Recognition System for handling telephone calls**

This innovation is the introduction of an Automated Speech Recognition system for driving test applicants who want bring forward their practical driving test date. Candidates state their application number and the automated system checks to see if there are any free test spaces available, which the candidate can then accept or reject. This virtual call centre means the Agency does not require staff to handle calls (except in cases of non-recognition) and at its peak handled around 12,000 calls a day. This has reduced pressures on the call centre and enabled the Driving Standards Agency (DSA) to meet its customer service on call handling with an improved experience for the customer at no additional staff resource.

Time scales In total, ten months, spread quite evenly across the different stages. Completion and roll-out took a relatively quick three months, and the system went live a month before the target date.

Origins and development The primary trigger is given as a response to difficulties within the organisation, together with private sector solutions. A secondary reason was new technology being available, combined with e-government targets. Lastly, efficiency drives and spin-offs played a part. Senior management and private sector partners are seen as the origins for the innovation.

Important internal factors were regular internal review, looking actively for spin-offs, employee suggestion schemes, and discussions within DSA and with Capita etc. Externally, private sector firms were important, as was conducting market research and the need to respond effectively to variations in demand for services.

Staff and budget Altogether about twenty staff involved, five below senior management level, about fourteen in partner organisations and one contracted to DSA.

High impact areas Reduced pressure on the call staff and progress in meeting key targets. The innovation appears to have had a positive impact across a number of areas, particularly improving service delivery and offering extended services to customers. Reducing costs, making more effective use of resources, improving organisation evaluation and DSA's responsiveness also score highly. It provides a platform for further potential to deliver DSA services via speech recognition.

Key impact statistic *(projected or achieved)* 100,000 earlier driving test dates were provided in the first year of operation following the introduction of the new system.

Department or agency: **Driving Standards Agency**
Name of innovation: **Digital pens for practical driving test instructors**

This innovation is the piloting of digital pens with digitalised paper that can be used by practical driving test examiners to record results during tests. These notes can then be downloaded directly onto a PC, and submitted electronically to the Driving Standards Agency (DSA) central systems. In 2006/07, 1,860 driving examiners from 437 test centres will conduct around 2.1 million practical tests. Results are currently written down by examiners, posted to DSA, and scanned in by staff. This innovation is designed to slash the amount of time taken for this process to less than 2 days.

Time scales If approved the total project is due to last at least 2 years. DSA have conducted a proof of concept trial and are due to finish an extensive pilot project in 2006/07 at certain test centres.

Origins and development Triggers for this innovation were working with peer organisations to join up delivery, and providing better customer service. The innovation originated at middle management level in combination with a private sector contractor (Capita). Key internal processes included a strong commitment to value for money culture and continuous improvement, and looking for spin-offs, particularly across the Driver Vehicle and Operator (DVO) group of agencies. External factors include cooperating with other departments and agencies and developing solutions with private firms.

Staff and budget There are about ten staff on this innovation, and is likely to cost up to £1.9m. This is in addition to the £2.3m already spent on the Automated Driving Licence Issue (ADLI) project. The key risks to the project are: high cost of the proposal in relation to planned benefits; probability of additional infrastructure costs; and scarcity of suppliers for both the digital pen and paper in what is a leading edge development. The project has been carefully constructed to provide for go / no go decisions at milestone points.

High impact areas Main impact areas include improving service delivery, improving flexibility, better work life of staff and offering new services to end users and improvements in the speed and accuracy of the capture of road safety information. Potential savings are expected in terms of driving test report form printing costs and staff savings within the centralised scanning team.

Department or agency: **East Midlands Development Agency**
Name of innovation: **Silverstone Technology Park innovation centre**

The Silverstone Technology Park provides space for up to forty companies. It is a joint venture between East Midlands Development Agency (EMDA) and private parties and is expected to generate year-round business for the Silverstone circuit and provide additional impetus to the UK motorsport industry. The Park aims to accelerate the rate of formation and growth of businesses in motorsport and performance engineering. By using its financial and partnership resources, EMDA seek to improve their performance.

Time scales The innovation took twenty-four months to complete, from the time EMDA were first asked to be involved in developing the proposal. Following agreement, a further five months was taken to develop and appraise the project, and secure commitment to proceed.

Origins and development Changes in the way EMDA uses resources and working with peer organisations to join up delivery were the primary triggers for the innovation. The main points of origin were senior management, combined with middle management staff.

Looking actively for spin offs and informal brainstorming with internal and external partners were the significant internal factors for the development of the innovation. Externally, developing solutions with private sector firms and working with interest association were key processes. Another key factor was cooperating with other government agencies, conducting market research was also useful.

Staff and budget The total cost of the project was £4.2 million.

High impact areas High impacts have been achieved in a number of areas, notably reducing core business costs and creating new resources. The innovative part of the project was the manner in which EMDA brought in partners and leverage in additional resources. Therefore less core funding from EMDA was required. Relatively high impacts are also cited for improving the organisation's responsiveness and for offering new or extended services to customers.

Department or agency: **Economic and Social Research Council**
Name of innovation: **ESRC Society Today website (www.esrcsocietytoday.ac.uk)**

The Economic and Social Research Council (ESRC), the main UK funding body for economic and social sciences, launched a new website *Society Today*, to disseminate information and support, and promote quality research for key customers and stakeholders. It includes findings from previous research, information about ongoing research, and facilities for making applications to the ESRC for funding or grants. Key audiences are the academic research community, government and the wider public sector, business community, and the press and media.

Time scales The website took thirty-one months in total from first ideas to live launch. This involved iterative stages including scoping activities, and evaluation of user involvement.

Origins and development The primary trigger was spin-offs from other work within the ESRC. A secondary reason was availability of new technology solutions combined with a change in the role of the organisation. The main origin for the innovation was senior management, followed by middle management.

Input from normal business meetings, involving internal staff is cited as the most important internal factor. Other meetings such as planned away days were also helpful. Externally, conducting market research was the most important factor, followed by cooperating with other government agencies. ESRC also list as important developing solutions with private sector firms, and learning from technical developments by competitors.

Staff and budget In terms of full time equivalent staff time, *Society Today* used around half of one Director and Associate Director respectively, plus two contract staff. The website cost around £1.6 million in total. The main unforeseen cost was the development of staff to understand the concept or vision.

High impact areas The main impact has been better quality of service delivery and availability of new or extended services to end users. Other high impact achieved or expected are creating new resources and improving the organisation's flexibility and responsiveness.

Department or agency: **Engineering and Physical Sciences Research Council**
Name of innovation: **Doctoral Training Accounts and Collaborative Training Accounts**

This innovation is the creation and development of Training Accounts for university postgraduate education funding. Whereas the Engineering and Physical Sciences Research Council (EPSRC) previously allocated positions by peer review and quota to university departments, these new schemes transfer responsibility for allocating postgraduate positions and research strategy and financial management to universities themselves.

Time scales The Doctoral Training Accounts (DTA) process took two and a half years from the start to the first set of grants being issues for a four year commitment. There are now annual allocations. Collaborative Training Accounts (CTA) went through consultation with an EPSRC Green Paper with nine pilots running nine months later. First and second call for business plans from universities went out over the next two years.

Origins and development The main trigger for the innovation was the wish to empower the research community and to provide them with the flexibility to develop their own strategic directions as well as to effectively respond to changes in the training environment. The way ESPRC uses resources in its day-to-day operations and its relationship with peer organisations to join up delivery were also factors. Availability of new technology also meant the new system was feasible. Senior management, together with middle managers, were the origins of the innovation.

Practical experimentation and looking actively for spin-offs were the most important internal factors. Another key internal process was cross-cutting work, with making funds available is also listed. Externally, conducting market research and/or focus groups was the most important factor. Commissioning research or guidance from universities was also important. Also useful was working closely with central government executive staff.

Staff and budget The CTAs were developed through three working groups each comprising six to eight people, meeting regularly over six months, and then by a management board chaired at Director level over one year. Regarding costs, the DTA and CTA changes comprised a re-packaging of current resources, although there was a significant IS development cost.

High impact areas Very high advances have been achieved in improving the EPSRC's responsiveness and flexibility. Other high gains have been achieved in improving performance evaluation, improving the work life of staff and improving service delivery to customers and end users.

Key impact statistic *(projected or achieved)* The DTA and CTA funding schemes are together supporting about 1,800 new doctoral starts for EPRSC each year.

Department or agency: **English Nature**
Name of innovation: **Humber Estuary Designations Project**

English Nature (EN) proposes sites to be designated as Site of Special Scientific Interest (SSSI) based on their assessment of particular features of sites for national importance. In the case of the Humber Estuary a new approach was taken to accessibility of information using a publicly available bibliography, a published scientific review and supporting leaflets and presentations. Also, a whole ecosystem approach was taken, rather than a habitat or species-specific one. And much wider stakeholder engagement was used to include the 450 owners, occupiers and other stakeholders with an interest in the land.

Time scales Forty months in total, with all stages agreed. There are statutory periods related to the notification of an SSSI. The longest period was the data collation and informal consultation phase which took twenty-four months.

Origins and development SSSIs are nationally important sites for their flora, fauna and/or geological and geomorphological features. Where sites are also of international importance, SSSIs underpin government designation of EU Habitats and Birds Directive sites, meaning that implementing EU policies was the most important trigger, combined with a decision in 2000/01 not to designate a number of disjointed areas in the Humber Estuary. Working with peer organisations to join up delivery and identify innovative approaches to partnership working was also important. The innovation originated from senior managers combined with frontline staff.

Making funds available and regular review were the most important internal factors. Formalised brainstorming and practical experimentation were also key processes. Cross-cutting work is also listed. Cooperating with other government agencies and working with interest associations and industry were the key external processes. Developing solutions with Associated British Ports was also key. Commissioning research from independent consultants and from academic institutions was also important.

Staff and budget Within English Nature, one senior manager and fourteen other staff were heavily involved in the project, with a total of approximately 70 staff having some involvement. Work was additionally commissioned from external organisations including academic data collation and review, website design and publicity support. A large number of staff from partner agencies, associations and industry were involved in the consultation process. Total costs were about £600,000 all administrative costs, £100,000 on development and £500,000 on implementation. The main unforeseen cost was an increase in the costs of providing technical and scientific support.

High impact areas A high impact gain has been achieved in improving service delivery to customers and raising the awareness and understanding of the importance of the Humber for nature conservation, and the associated implications. Most other impacts have been moderate, such as improving responsiveness and flexibility, with some projected rather than achieved already.

Key impact statistic *(projected or achieved)* 35,000 hectares of land in the Humber Estuary now forms a SSSI, and is progressing towards full protection under the EU Birds and Habitats Directives. This approach could be adapted for similar projects.

Department or agency: **English Partnerships**
Name of innovation: **West Bedford bypass project**

Plans for new housing in the West Bedford area have been hampered by a lack of capacity in the existing infrastructure, constraining Bedford's economic performance. To open up a site for new homes, a road bypass needed to be built to the west of Bedford. Since the bypass cannot be funded by either the local authority or the Highways Agency, English Partnerships (EP) brought together public partners (including these two bodies), funders in the Office of the Deputy Prime Minister (ODPM)/ Department of Transport and landowners, to broker a funding plan to construct the road. In doing so, EP has created an instrument to realise the increased value of the land to be built on as a result of the road.

Time scales It is unclear how long the total project will last, partly because it has only recently begun and involves a wide range of organisations, and partly because the bypass scheme itself is only one component of a larger regeneration/development programme. The construction of the road is expected to take two years, and the resultant land value uplift should be spread out over the following eight years.

Origins and development The primary trigger for the innovation was a change in Ministerial priorities (ODPM asked EP to provide a solution to the deadlock in Bedford), together with changes in the way EP uses resources. Responding to new government priorities and efficiency drives within EP were secondary triggers. The main origin was middle management in combination with senior management.

A key internal process for developing the innovation has been cross-cutting work within EP, together with making funds available. Looking actively for spin-offs, together with regular review processes, were of secondary importance. Developing solutions with private sector firms in combination with close working with central government staff were key external factors. Also important were cooperating with other government agencies and working closely with Ministers.

Staff and budget The total cost of the innovation is expected to be £24.3 million, virtually all of which is for capital costs of implementation of which £300,000 is earmarked for administrative costs.

High impact areas High impacts are projected in a number of areas, such as reducing core business costs, creating new resources, improving service delivery, improving EP's responsiveness and offering extended services to end users.

Department or agency: **English Partnerships**
Name of innovation: **Priority Sites Limited PPP**

Priority Sites Limited is a Public-Private Partnership (PPP) owned by the Royal Bank of Scotland (51 per cent) and English Partnerships (EP) (49 per cent), created in 1997 as a body to facilitate the development of commercial and industrial property to create employment in EP priority areas. The PPP was founded with a combination of equity and loan stock from the partners and draws on a loan facility from the RBS, and a state aid approved gap funding facility from EP. This funding is used in areas where there is evidence of market failure, where it is shown to be the most cost effective way of providing accommodation. The market failures would otherwise deter private investment.

Time scales The innovation took eighteen months to achieve. The company was set up in 1997, with employees seconded from the Royal Bank of Scotland.

Origins and development Changes in the way EP used resources, together with efficiency drives, were the primary triggers for the innovation. Secondary reasons were a response to a change in the role of the organisation at that time (1997) when its regional offices transferred to the new RDAs. Private sector firms and working with peer organisations to join up delivery were also important reasons. The origins for the innovation were senior management in combination with middle management.

The most important internal factors were making funds available and cross-cutting work within the organisation. Regular internal review and looking actively for spin-offs were also key. Externally, developing solutions with private sector firms and cooperating with EU bodies were key factors. Cooperating with other government departments and working closely with Ministers are also cited as factors.

Staff and budget An equivalent of one full-time staff member at EP worked on the innovation, split evenly between senior manager and other staff levels. The total cost was £70 million which comprises £20 million equity and loan stock, and £50 million in gap funding. Administrative costs of £120,000 are also listed.

High impact areas High impacts have been achieved in virtually every area. For instance, bringing in private sector investment has reduced the need for direct development, with the associated costs and risks. The venture provides employment floorspace in priority areas which probably would not have been created by private sector investment in isolation. The venture has undertaken speculative development within priority areas which has demonstrated market confidence and encouraged further private sector development.

Department or agency: **Environment Agency**
Name of innovation: **Electronic reverse auction**

The Environment Agency (EA) has introduced e-Auctions for procuring high value/low risk commodities. Auctions are driven by lowest price or best value for money (depending on the commodity), and bidders are invited to submit increasingly competitive bids for established tenders. This method of procurement is low cost, and the e-aspect 'creates energy and enthusiasm' within the procurement team.

Time scales Time to market for this innovation was around ten months.

Origins and development The Office of Government Commerce (OGC) were involved in getting EA to experiment with this technology. EA cite 'private sector markets developing new solutions' and 'efficiency drives' as key triggers, however OGC asked them to undertake a pilot with this system. EA also credit the link between OGC and middle management staff (that is, procurement staff) as the critical point of origin for this innovation.

Internal drivers include 'making funds available' and 'practical experimentation'. External drivers include 'working closely with central executive staff' and 'developing solutions with private firms'. However, EA also suggest that problems with some private sector contractors presented some barriers to completion.

Staff and budget Less than one full time member of staff work on this system. In total, the innovation has cost around £21,000, with no capital outlay.

High impact areas EA estimate that running costs may be slightly higher with e-auctions than with more traditional procurement. But they suggest that better pricing has released cash for other activities. Other advantages include 'better specifications and supplier selection, and truer market picture of the cost of commodity'.

EA have promoted e-Auctions to other public sector bodies, through OGC and other private sector organisations. There is still some hostility in the industry to e-auctions, for example, amongst certain interest associations representing bidders.

Key impact statistic *(projected or achieved)* EA estimates that they have produced around £1.4 million net savings from this venture.

Department or agency: **Environment Agency**
Name of innovation: **Modern Regulation programme**

One of the core functions of the Environmental Agency (EA) is regulating the way in which individuals and organisations treat the natural environment. This innovation will apply to the three main areas of the EA's regulatory business, permission, compliance assessment, and enforcement. This innovation is driving risk based, proportionate regulation focussed on environmental outcomes.

It has involved the development of innovative tools such as those for assessing risk (OPRA is the EA's risk appraisal tool which takes into account such factors as the competence of the operator as well as the inherent hazard and location of the activity being regulated) and helping industry, especially SME's to understand their environmental responsibilities (NETREGs - see www.netregs.gov.uk). It also involves working with government to improve legislation and internal organisational, competency and cultural changes.

It aims to make permitting faster and less costly for business, to increase e-access and to reduce the number of inspections necessary, by encouraging better self-regulation.

Time scales The programme is ongoing with considerable benefits already realised.

Origins and development The main triggers were efficiency drives within EA (doing more for less), the impending weight of new legislation and reducing red tape and burdens on business. The programme has been recognised for its innovative lead in this field in the recent Hampton and Better Regulation Taskforce reports. Senior and middle management were the main points of origin for this innovation.

Crosscutting work by business development staff in the EA was the most important internal process. Away days and practical experimentation were also important. Externally, working with interest associations (for example, the Chemical Industries Association and Environmental Services Association) combined with cooperating with government departments and agencies was the key process.

Staff and budget There are about seventeen FTE employees in total, including half of one senior manager and one in a partner organisation. The programme will cost around £3.5m. The main unforeseen cost has been the cost of the programme of legislative change.

High impact areas EA has made more effective use of existing resources. By doing fewer routine inspections, resources are released for more in-depth audits. Quite high gains are projected in improving the service delivery to end-users, improving performance evaluation, and improving flexibility.

Key impact statistic *(projected or achieved)* One benefit realised to date is that the number of 'simple' waste management licensing inspections has been reduced by 33 per cent, from 125,000 to 84,000.

Department or agency: **Environment Agency**
Name of innovation: **'What's in Your Backyard' section of EA website**

The Environment Agency (EA) has introduced a separate section on its website called '*What's in your backyard*', a searchable, map-based facility for users to access environmental information on their area in an attractive and easy to use format. Users can search information across fifteen datasets, ranging from boundaries of flood zones, quality of bathing water, whether there is a landfill site nearby, to emissions from regulated industrial sites.

Time scales EA took about twelve months in total to bring this facility online. All main stages such as piloting and rollout lasted between three and six months each.

Origins and development The most important trigger was the implementation of the EA policy commitment to government to provide detailed maps of flood zones. Implementing EU policy is given as a second important trigger. A further trigger is looking for spin-offs from existing work in the organisation. Ministers and senior managers are jointly seen as the main points of origin.

The key internal process was making funds available to develop new ways of working. Crosscutting work by business development staff is also cited as important, as is internal research which is seen as where the idea for the particular section of the website was conceived. Externally, developing solutions with private sector firms and working closely with central government were the most important factors.

Staff and budget There were nineteen people involved in this project, including two senior managers, eight EA staff, five from partner organisations and two contracted to work for the EA. The total costs were around £2.1 million, £150,000 on administrative development (£50,000 on implementation), and £800,000 on capital costs of development (£1.1 million on implementation).

High impact areas EA have improved the way services are delivered to customers, improved flexibility and responsiveness, and now offer new or extended services to customers. By integrating the data through geographic references, customers can answer for themselves a wide variety of ad hoc queries. This facility therefore allows EA to make more effective use of other existing resources. The website has generated demand for more datasets online.

Department or agency: **Export Credits Guarantee Department**
Name of innovation: **New risk approach**

This innovation is a new approach to a) measurement, b) charging for, and c) management of portfolio credit risk. The new approach is more sophisticated, using a simulation model with transition and correlation risk matrices. This means greater understanding of Export Credits Guarantee Department's (ECGD) risks and costs so that pricing is more cost-reflective, performance can be better measured, so in the long run customer service can be improved.

Time scales Several years in total, with many of the stages apparently lasting for two, three or even four years. It was an iterative process which included a number of false starts, but whilst there is continuing review and development, the programme as a whole has been rolled out and has been in partial or full operational use for several years.

Origins and development : A change in the policy environment combined with a response to a crisis at ECGD (failure to meet performance indicators after the south east Asian financial collapse in 1998) was the primary trigger. The availability of new technical solutions and demands by HM Treasury were also important factors. Senior and middle managers and professional experts were the main origins, with HM Treasury and external consultants involved too.

Important internal factors for developing the innovation are listed as: commitment from the top, close liaison between professional experts and those responsible for functional management, and having some of the most able people taking responsibility. There were also two independent external factors: HM Treasury gave high priority to the innovations being implemented, and consultancies provided extensive input (although this latter was not entirely positive in effect).

Staff and budget About thirteen people in total, two senior managers, ten others within ECGD and one person from HM Treasury. The main unforeseen costs were an increase in the costs of providing technical support;, the creation of some administrative costs to another part of the organisation, and the additional time needed to explain and understand more complex systems.

High impact areas The highest impact gain has been improving the way the organisation evaluates its performance with respect to risk, which in turn leads to improving the way it prices and manages risk – its core business. Moderate gains are projected for improving the organisation's flexibility, offering extended services to end users and improving the way services are delivered to end users.

Department or agency: **Forensic Science Service**
Name of innovation: **Forensic Response Vehicle (mobile forensic laboratory)**

In order to get the most from forensic evidence at the scene of crime, the Forensic Science Service (FSS) have developed a mobile forensic laboratory to support police investigations. This is a response vehicle equipped with state of the art technology to support crime scene investigation. This enables quicker investigation and expands options for police in their investigation.

Time scales The total time to market is projected at about twenty-six months in total. The development phase (eighteen months) is now complete. Other identified stages included

Origins and development Customer requirement is identified as the primary reason, together with availability of new technology. The secondary reason was competition with other forensic science suppliers, together with responding to new private sector solutions. The innovation was also a response to a government manifesto priority. Middle management and a private partner were the primary origins.

FSS cite ‘horizon scanning’ as the key internal process. Secondary factors were formalised brainstorming and practical experimentation. Externally, developing solutions with private sector firms combined with talking to customers and understanding their requirements was key; commissioning research is also cited.

Staff and budget This project involved about forty staff in total, twenty-five below senior management within the FSS, twelve in partner organisations, and two contracted to the FSS.

High impact areas Real time information for police and other users is the most important advance. The vehicles have significantly reduced turn-around times with real time results now possible. Projected high impact advances are improving the FSS’s responsiveness and offering extended services to customers. Improving the way in which services are delivered is also a projected improvement.

Department or agency: **Forestry Commission**
Name of innovation: **Managing state forests using the 'Forester' Geographic Information System**

The Forestry Commission (FC) uses a geographical information system, known as Forester, to store and stream all its business information relating to state forests. The innovation relates to one specific component of Forester, a suite of software tools, which supports forest design planning, 3D landscape assessment, forest visualisation and spatial representation. These tools help managers to develop predictive models with fine-grained detail, analyse the growth and deterioration of forests under different conditions, and do so at low cost. Forester, and its component aspects, increasingly operates as the central information systems focal point for the whole organisation.

Time scales Forester has been in place for around two years, however new components are added when necessary. While concept to usable application at local level was around eighteen months for the forest design component, the full benefits for corporate reporting and analysis will take longer. Three pilot sites were chosen to represent diversity in use and need.

Origins and development The four main triggers are separately listed as increased value placed on sustainability at UK and international levels, realisation across government that traditional input/output measures are not very effective, increased emphasis on evidence based policy, and falling unit timber values, leading to the need to reappraise core activities.

The main points of origin were senior and middle management. Internal factors included making funds available, and practical experimentation. External factors involved private sector solutions. The critical factors were cross cutting work by business development staff in the FC, and experimentation.

Staff and budget The forest design component involves sixteen members of staff, at a total cost of around £260,000.

High impact areas The new forest design suite allows management plans to be drawn up far more quickly and accurately. Visual presentation has improved, allowing much more effective demonstration of plans to other stakeholders. Staff morale has increased as the new systems are challenging and exciting to use.

Key impact statistic *(projected or achieved)* Assessing the landscape of a single management plan option takes a couple of minutes, compared to three to five days under the previous arrangements. Performance metrics will not be generated until all replanting plans are entered into the system.

Department or agency: **Health and Safety Executive**
Name of innovation: **'Science Research Outlook' interactive newsletter**

Ensuring that industry stakeholders have access to the latest science and technology research is a key part of the Health and Safety Executive's (HSE) mission. HSE has therefore used web technology to provide an interactive newsletter giving up-to-date information on its science and technology portfolio. It is called Science Research Outlook (SRO), and provides details on new research and the opportunity for online discussion of any work. Newsletters are produced every three months.

Time scales The total 'time to market' is given as twelve months, with the longest period identified (six months) being the first ideas to agreement to investigate.

Origins and development The change emerged primarily from within the HSE, though the primary trigger given is responding to new government manifesto priorities. New technology was important, and the spin-offs from other HSE work are cited as significant. In terms of origin, middle and senior management both played an important part, as did a private sector or contractor.

Important factors for developing the innovation were making funds available for new ways of working; regular internal review; formalised brainstorming sessions; and looking actively for 'spin-offs'. External factors include working with associations or pressure groups; commissioning independent research and developing private sector solutions.

Staff and budget No more than two to three FTE HSE employees are involved in this project, plus one or two staff from partner organisations. The total cost is given as £160,000.

High impact areas The website has resulted in reduction of core business costs. Automation of the provision of data on the web has reduced the administrative burden. HSE also report that the website has improved service delivery and created opportunity for new services. Greater flexibility and improving staff lives also feature. The newsletter has good search facilities and links to other HSE science sites.

Key impact statistic (projected or achieved) Over 10,000 page requests were recorded to the newsletter site between October 2004 and July 2005.

Department or agency: **Health Protection Agency**
Name of innovation: **Oral fluid testing for Measles, Mumps, and Rubella diagnosis**

During 2003 the proportion of two years olds who have been given the Measles, Mumps and Rubella (MMR) vaccine fell to around 80 per cent, and as low as 60 per cent in some areas of the UK. Against this background the Health Protection Agency (HPA) introduced a 'non-invasive' method of identifying measles, an oral fluid test to detect measles anti-bodies and the measles virus genome. It is a relatively low cost and non-invasive technique that provides a clinical solution to what became a difficult policy problem. The test has been valuable in tracking recent changes in measles epidemiology following the drop in MMR vaccine uptake in the UK.

Time scales This project took around thirteen years in total. The development and field validation of an 'in-house' test for MMR was completed in four years, but there was a significant delay (nine years) in identifying a commercial partner. This highlighted the problems for 'orphan' diagnostics, for which the market is not clearly established. Roll out across the NHS took around six years.

Origins and development The primary trigger was availability of new technology combined with a response to crisis. There had previously been no surveillance technique in place with sufficient accuracy to demonstrate elimination of MMR.

The single point of origin was frontline staff within the HPA. Key internal processes were making funds available, together with networking and discussion groups within the HPA. Cross-cutting work and practical experimentation are also listed. Cooperating with other government agencies and developing solutions with private sector firms were the important external processes.

Staff and budget This project involved around 3.5 full time equivalent staff from HPA and partner organisations. The total cost is given as £420,000, £300,000 of which was spent on administrative development, with the remainder on administrative implementation.

High impact areas HPA report improved service delivery to customers (as the innovation facilitates an easier way for customers to provide a sample/specimen), improved performance evaluation, improved flexibility and responsiveness and the availability of new services to end-users.

Department or agency: **Health Protection Agency**
Name of innovation: **Inactivation method of agent causing CJD**

Since the first UK identification of Bovine Spongiform Encephalopathy (BSE or 'mad cow disease') in the mid-1980s, over 150 people worldwide have died from the human form new variant Creuzfeldt Jakob disease (vCJD). Against this background, the Health Protection Agency (HPA) has designed a new method for 'deactivating' the infectious agent, which causes vCJD. This deactivating agent is cutting edge clinical technology, developed from first ideas in response to the threat of worldwide epidemic. Once commercially packaged, the method will highly relevant to health agencies internationally.

Time scales HPA projects that this project will last 108 months in total. The pilot study started in 1998. In February 2006, Genencor International received a CE mark for 'Prionzyme H- protease prion disinfectant' – and was formally launched in March 2006.

Origins and development This innovation came about due to a change in the policy environment, combined with availability of new technology solutions. It was a related to EU and government directives. The primary point of origin was an individual member of HPA staff combined with other frontline staff. Research was backed by the Department for Environment and Rural Affairs (Defra) and the EC, and was supported by HPA management.

Actively looking for spin-offs and making funds available were the key internal processes. Cross-cutting work and employee suggestion schemes are also cited. Externally, cooperating with other government agencies and developing solutions with private sector firms were the key processes.

Staff and budget About three staff in total were involved in this project, from HPA and a partner organisation. Around £100,000 was spent on administrative development and £350,000 on capital development. Financial support for this innovation came from Defra, and the European Commission (50 per cent of total).

High impact areas HPA report high impacts in creating new resources and offering new/extended services to end-users. The ultimate goal of the innovation is to provide better protection to the public against the risk of acquiring vCJD through surgery. The more closely the innovative solution under development dovetails with current practice in the NHS, the more effective use will be made of existing resources.

Department or agency: **HM Prison Service**
Name of innovation: **Voluntary sector drug-use counselling strategy**

The HM Prison Service (HMPS) has developed a new contracting strategy with the voluntary sector, which aims to reduce both the supply and demand for drugs in prisons. HMPS has invested in procuring the services of counselling and assessment specialists (usually voluntary sector) to work with prisoners inside. The broad aim is to reduce the proportion of people who misuse drugs on leaving prison having come into prison with a drugs problem. This proportion is currently around two in three. A procurement project, consistent with Prince 2, was developed and used to acquire best practice solutions.

Time scales The project is projected to last twenty-four months in total. HMPS achieved first implementation and wider roll out in eighteen months. Initial phases were quick, with no piloting stages.

Origins and development The primary trigger was the need to re-tender expiring contracts. The project was also part of a wider political agenda to improve the way in which problematic drugs users are managed within the wider criminal justice system.. Working with peer organisations was another important trigger. The primary origin is given as HMPS senior and middle management.

A key internal process was formalised brainstorming combined with away days or other group events. Cooperating with other government agencies and conducting market research are seen as key external factors; commissioning independent research and working with interest associations or pressure groups was also important.

Staff and budget About 110 people were involved as part of their normal role. This is estimated to be seven full time equivalent posts, 100 of these were below Grade 5 within HMPS. Total costs are estimated at £325,000, plus the cost of contracts (£21.3 million annually). Administrative costs include around £100,000 of consultancy and legal costs.

High impact areas The biggest achieved gain is offering new or extended services to end-users. The Prison Service projects better use of existing resources, and improvement in the way that services are delivered. Improvements have also been seen in the evaluation of the organisation's performance and in improving its responsiveness

Key impact statistic (projected or achieved) HMPS has experienced an increase of 12.5 per cent in the overall cost of delivering services, but it is estimated that they will be 20 per cent more productive in terms of outputs..

Department or agency: **HM Revenue and Customs**
Name of innovation: **'Shared Workspace' tool for electronic collaborative working**

During tax and revenue enquiries it is often necessary for HM Revenue and Customs (HMRC) staff to work closely across units and with a range of professional intermediaries such as accountants. HMRC have therefore developed a secure internet (web based)system called the Shared Workspace, accessible to relevant internal and external users and set up to allow collaborative working and mutual access to relevant documentation. It transfers administration previously done on paper or on disparate systems, to one web-based forum, boosting efficiency and ease of communication

Time scales The total 'time to market' is thirty-six months, although the latter stages are given as projected timespans.

Origins and development Primary triggers are given as availability of new technology combined with efficiency drives within HMRC. Spin-offs from existing work, and the development of general multi-grade team working helped generate the idea. Private sector organisations were also involved in the development. HMRC identified frontline staff together with middle management as primary origins for this innovation.

The most important internal processes were looking for spin-offs and making funds available. Cross-cutting work by business development staff and practical experimentation were also important. The main external factors are listed as developing solutions with private sector firms together with conducting market research.

Staff and budget About ten staff were involved in the innovation. Total costs are £387,000, of which £100,000 was spent on consultancy.

High impact areas The workspace has made more effective use of existing resources, improved service delivery, increased responsiveness, and led to extended services to customers. HMRC project other significant gains in reducing the costs of carrying out core business and improving evaluation of the organisation's performance. Work times have been reduced and case management consistency improved. Costs have also been reduced (for example, posting and storage) and the scheme may lead to similar collaborative interventions across HMRC.

Department or agency: **HM Revenue and Customs**
Name of innovation: **Multi-grade working arrangements**

Tax Inspectors or Officers of a certain level of seniority, usually Senior Officer Grade, have traditionally carried out enquiries into the income tax affairs of businesses under Self Assessment. Many income tax cases however are less complex and some aspects can be handled by more junior staff. HM Revenue and Customs (HMRC) therefore introduced a pilot in the South Wales region to experiment with multi-grade teams working on compliance assessment. Teams consist of staff from different grades, all trained and capable of dealing with compliance cases at varying levels. With aspects of less complex cases handled by more junior staff, Senior Officers' time is freed up for more complicated cases.

Time scales The project lasted around three years, with two-year pilot stages. The first pilot was in Cardiff, and the second extended to five more locations.

Origins and development The major triggers for multi-grade teams were efficiency drives within the organisation and a change in the way resources were used. Points of origin were middle and frontline management, filtering up to senior management, with strong support from accountancy groups such as 'Working Together' partners.

Internal processes included making funds available, formalised brainstorming, and practical experimentation. External processes were working with accountancy associations and the need to provide a better service to external customers.

Staff and budget Around thirty-two staff worked on this pilot and wider implementation issues at HQ. There are no cost data, as this work was done as part of core business. Staff training was in-house and therefore part of general costs.

High impact areas The pilot succeeded in reducing costs, making better use of resources, improving service delivery, and improving work life of staff. Multi-grade working has resulted in an increase in the ratio of tax yield to administrative cost of collection. It has reduced the time taken for an enquiry. Many lower grade employees have progressed to higher pay bands as a result of multi-grade working.

Department or agency: **HM Revenue and Customs**
Name of innovation: **Centre for Non-Residents' tax and revenue issues**

It is often the case that people not resident in the UK will be liable for UK taxation or eligible for certain entitlements. HM Revenue and Customs (HMRC) have therefore set up a Centre for Non-Residents, to support and influence Departmental and wider activity on non-resident issues, enable customers to pay their tax and claim entitlement, reduce the risk of double payment, and effectively manage the National Insurance system for people who live or work abroad.

Time scales It took around six months in total to set up the Centre.

Origins and development The primary reason for creating the Centre was to better manage significant increases in volumes of customer contact from non-residents, impinging on customer service targets. A Better Quality Services Review (BQSR) also identified the need for a step change in continuous improvement. Points of origin were senior management and the BQSR document, filtering down to middle management and frontline staff.

The main internal processes were making funds available and away days. The main external processes were developing solutions with private firms and responding to key executive reviews, particularly the Gershon, O'Donnell and Lyons reviews.

Staff and budget There are around three to four employees involved in the Centre. Total set up costs were £90,000.

High impact areas The new Centre has improved service delivery and responsiveness on non-resident issues. Complaints from non-residents have reduced. Staff morale has improved.

Key impact statistic *(projected or achieved)* HMRC has achieved year on year savings of around £200,000, and more is predicted, as some work will be delegated to lower grade staff. Administrative costs have reduced in certain areas. For example, the numbers of returns issued to customers within a certain income bracket where there was no liability has been reduced, resulting in 15,000 fewer returns sent out, and £58,000 savings in staff costs.

Department or agency: **HM Treasury**
Name of innovation: **'Mixed economy' approach to managing tax policy**

Consulting with wide range of experts can help to increase the overall quality of tax policy and increase levels of accountability and openness in the decisions made. HM Treasury (HMT) has gathered a team of independent tax experts, known as a 'mixed economy' of expertise, with the objective of advising Ministers on tax policy issues, enabling a new dimension of overview and flexibility in tax policy development, and addressing any deficiencies or overlaps from previous tax policy advice. It provides an informal dimension of checks and balances to government tax policy decisions.

Time scales This project took twenty-three months in total. There were no piloting phases. The innovation was part of the wider O'Donnell review of tax administration, lasting nine months. First implementation in this instance relates to the Pre-Budget Report, and will be mainstreamed to the Budget.

Origins and development The 'mixed economy' grew out of various factors. There was a shift in the policy environment towards the view that tax can be used as a social lever in the wider economic context, and it was felt that the quality of expertise on this issue could be improved. Ministers had received tax advice from three separate sources, and this required consolidation. Another driving factor was the HMT objective to be a World Class Finance Ministry in relation to G8 and international best practice standards.

The main origin was therefore central government executive together with Ministers. The most important internal factor was the O'Donnell review on tax policy and administration. Other factors included crosscutting work in HMT and formalised brainstorming. Externally, cooperating with other government departments, combined with working closely with Ministers, was the key process.

Staff and budget At least twelve staff were involved in this project comprising two senior HMT managers, five other HMT staff plus five staff seconded from other departments. Precise costs are not given, since the O'Donnell review had a wider remit; and the 150 posts transferred from HMRC did not incur significant extra costs.

High impact areas The 'mixed economy' approach has made more effective use of existing resources, improved the quality of tax policy advice to Ministers, improved responsiveness and flexibility, and offered new or extended services.

Department or agency: **Home Office**
Name of innovation: **Automatic Number Plate Recognition system**

The development of character recognition technology opens up a wide range of opportunities for government charging and surveillance systems. The Home Office (HO), in cooperation with police forces, have introduced automatic number plate recognition (ANPR) systems onto UK roads. Number plates can now be captured on camera and crosschecked with wanted or suspect vehicle databases. Cameras are mounted either on vehicles or roadside on static posts. ANPR is used in conjunction with police intercept teams, mobile units able to track and investigate suspect vehicles.

Time scales The first ANPR intercept team was created in June 2001 in one police force. The Association of Chief Police Officers (ACPO), developed this idea, and formed an Oversight Team involving nine forces. A pilot scheme with twenty-three police forces was launched nine months after. Home Office capital funding was agreed one year later, and the system is due for national roll out within two years.

Origins and development The main triggers were the availability of new technology solutions and changes in the way resources were being used. The technology was originally used for counter-terrorist work, but made more versatile by the private sector, and applied to police work. The innovation originated in one police force. ACPO and the Home Office then championed it and national roll out began.

Looking for spin-offs and making funds available were the key internal processes. Regular review and using websites for discussion of ideas is also mentioned. Important external factors included cooperation with other government agencies, and developing solutions with private firms.

Staff and budget ANPR involves around five staff in the HO, however around 500 people are involved in partner organisations (mostly police forces). The project will cost £25 million, with the majority of spending on capital implementation costs.

High impact areas The system was pioneered by one police force but has since been adopted across the country. By April 2008 ACPO aim to achieve the equivalent of one intercept team for every Basic Command Unit in the country.

Key impact statistic *(projected or achieved)* Officers using ANPR technology attained an arrest rate nine times that of the nationally accepted average. Police officers produced three times the rate of Offences Bought to Justice compared to conventional policing.

Department or agency: **Housing Corporation**
Name of innovation: **Risk tracking model of regulation**

The Housing Corporation (HC) is responsible for regulating the quality of social housing stock and housing services provided by Registered Social Landlords to local authorities across the UK. In order to improve its oversight ability, the HC introduced a new regulatory approach based on risk assessment. The new approach allows the HC to assess the probability and impact of significant risks of each association based on information they already hold on the quality of their housing management or stock. Associations are then classified and placed within the relevant category of regulation.

Time scales Total 'time to market' is around two years. HC is currently in the mainstreaming and implementation stage (at April 2006). The initial independent review, which led to the adoption of the risk assessment model, took place in 2001.

Origins and development The main triggers are given as the 2001 independent review, combined with more general efficiency drives. Senior management and frontline staff are credited as the primary points of origin, with central government seen as a secondary point of origin.

Crosscutting work and making funds available are seen as key internal factors. Formalised brainstorming and 'away days' are also listed as important processes. Commissioning research from independent consultants together with conducting market research are the most important external processes.

Staff and budget About eight staff in total are involved in the project, mostly non-senior management within the HC. Total costs are estimated at £535,000, all of which are administrative.

High impact areas The two main areas of improvements are listed as better service delivery and increased responsiveness. Other benefits are listed as reduced core costs, making more effective use of resources and improving work life of staff. The new regulatory system means a reduced regulatory burden overall for the housing sector, and a more efficient deployment of HC resources. By taking a risk based approach, HC's regulatory interventions have become more proportionate and the development of specialisms thematic leads has enabled more value to be added to RSLs activities – helping to further improve landlord performance. At the same time the levels of understanding between teams and between regions in the HC has improved ensuring that local knowledge is better shared and disseminated across the country.

Key impact statistic (projected or achieved) The new risk based model currently classifies over 200 Housing Associations as being low risk (110 are medium risk, 75 high risk and 35 high impact).

Department or agency: **Housing Corporation**
Name of innovation: **Investment Partnering with Registered Social Landlords**

The Housing Corporation (HC) is responsible for allocating grants to Registered Social Landlords (RSL), organisations providing social housing to local authorities across the UK. To increase the scope for large RSLs to plan in the long term for improvements to housing stock and create economies of scale, the HC introduced a new two-year Investment Partnering programme. This is a form of selective partnering, where the HC extended this two-year deal to large and established RSLs.

Time scales Time to market is circa 12 months for the initial roll out. Investment Partnering for selected RSLs was implemented for the 2004/06 round. Core processes involved in this scheme had been previously piloted through another scheme known as the Challenge Fund.

Origins and development The main triggers are efficiency drives within HC, changes in the way resources were used, and a change in Ministerial priorities. Ministers were keen for HC to increase social housing stock available and to do so at best value for money. Origins are given firstly as Board and senior management together with central government; and secondly as senior management with frontline staff.

Important internal factors were formalised brainstorming with regular interview review; making funds available was also important. Externally, working closely with central government together with cooperating with other government departments was key. Commissioning research was also important.

Staff and budget Around twenty-four staff were involved with the innovation, four at senior management level, five from other organisations, with the remainder other staff in the HC. The total cost is estimated at £525,000, £450,000 of which was on administrative costs of implementation.

High impact areas Investment Partnering has achieved improved service delivery to customers and improving responsiveness. The savings generated in year one (2004/05) exceeded £200m with further savings – in cash terms of 16 per cent (or £628 million over 2006/08) in the second two year programme. Investment is now concentrated on fewer partners, thereby improving options for monitoring. Communication and feedback from partners has improved, enabling better project evaluation.

Key impact statistic *(projected or achieved)* Some 80 per cent of the £3.5 billion two-year grant programme has been allocated to 70 RSLs or consortia of RSLs under the Investment Partnering route, to provide 55,000 homes**.**

Department or agency: **Identity and Passport Service (formerly UK Passport Service)**
Name of innovation: **Guaranteed passport services**

A tiered application service (TAS) has been introduced to cater for customers in need of passports urgently: In addition to the standard 2 week service, a same day premium service and a 1-week fast track service are being offered. These services are available to the 600,000 people that apply in person for their UK passport at an Identity and Passport Service (IPS – formerly UK Passport Service) office each year. A higher price is charged for these services, reflecting the value to customers and the associated costs of streaming applications. This service leverages better information sharing between the 7 regional offices allowing IPS to keep track of the progress of applications, balance its workload and meet targets for turning around applications.

Time scales It took twelve months for the early ideas be sufficiently detailed to warrant formal feasibility. Latter stages of implementation were much shorter as there was no significant roll-out impact. The total 'time to market' is given as seven months. The service was launched across all offices simultaneously to meet the requirement to operate within a rigid fee structure.

Origins and development The primary triggers were a response to challenges meeting the varying needs of customers, and the need to manage demand more carefully. The availability of private sector solutions made the service possible as offered. The ideas originated from and were developed by middle and senior managers. Other public sector organisations were secondary points of reference.

Important internal development came from regular internal review and formalised 'brainstorming', as well as making funds available. Key external development came through cooperating with other government agencies and private sector firms. Conducing market research and customer comments were also important.

Staff and budget A team of thirty people, half IPS and half partner organisations were involved in developing the TAS solution. The total cost is estimated at £1.6 million, including £0.6 capital costs and £1 million administrative costs spent on implementation. The main unforeseen impact was how the day to day operation would be affected by greater than expected take up of TAS.

High impact areas Achievements included improving the service to customers, as citizens can choose a service that meets their individual priorities and improving flexibility in matching demand. Charges now also reflect the level of service.

Department or agency: **Identity and Passport Service (formerly UK Passport Service)**
Name of innovation: **Passport Validation Service via Omnibase web portal**

This innovation is a service to public sector organisations and accredited private sector companies, predominantly financial institutions, which allows them to validate the authenticity of passports presented by their customers. Government departments like the Immigration and Nationality Directorate and the Foreign and Commonwealth Office that are involved in related services like immigration control and issuing passports abroad access the Identity and Passport Service (IPS - formerly UK Passport Service) Passport web portal (called Omnibase) via the Government Secure Intranet or the Foreign and Commonwealth Office's Telecommunications Network (FTN). Security clearance enables different levels of service for users of the web portal. The service to other organisations and the private sector is telephone based, offering controlled confirmation of passport details. This development is a way of sharing information across departments and increasing confidence in the identity of UK passport holders, particularly in the wake of security concerns and the rise of identity fraud.

Time scales The total 'time to market' for the web portal is given as twenty-four months, with the longest stage being the last (mainstreaming took nine months). All the other stages took a maximum of three months each. The stages ran sequentially.

Origins and development The primary triggers were a strong case for improving confidence in the identity of passport holders in the wake of national security threats like 9/11 and the availability of new technology. Also relevant was experience of peer organisations in other countries such as the United States, Canada and Australia.

Important internal factors critical to driving this and other innovations was formalised 'brainstorming' during senior management away days, a commitment to looking for wider market opportunities and establishing the employee suggestion scheme (BrightSparks). External influencing factors were cooperating with other government agencies combined with private sector solutions. Market research and customer feedback were secondary factors.

Staff and budget Ten IPS people were involved in the project, eight in partner organisations and one contracted to IPS. Total costs were about £2.75 million, of which £1 million went on administrative costs of development and £1.5 million on capital costs of development. The main unforeseen cost was administrative costs as the service impacted other parts of the organisation.

High impact areas The biggest identified advance has been in increased sharing of controlled data to both improve confidence in the identity of passport holders and make the service more convenient and accessible to customers. A significant number of attempts at identity fraud have been detected and/or deterred. A significant number of queries are also now handled through the web.

Department or agency: **Immigration and Nationality Directorate**
Name of innovation: **Re-configuring vignettes room**

Reconfiguring the way in which computer networks or clusters are arranged can often improve the time and motion productivity of staff in an organisation. The Immigration and Nationality Directorate (IND), part of the Home Office, disassembled a computer cluster in the vignettes room from a highly centralised configuration, to a more decentralised and modular arrangement. The aim was to increase workflow, and to improve productivity by splitting the unit into six discrete, self contained sections, each with four staff with their own computing equipment.

Time scales The total innovation took less than one month to complete.

Origins and development The change was a response to recognition by IND that more prints were needed per hour. Efficiency drives were a secondary reason, and changes in the way resources are used are also mentioned. The primary point of origin was an individual member of staff. Middle management is the other source given.

Regular review is cited as the most important internal factor. Training and staff development schemes were also a key process, and making funds available was also useful. Employee suggestion schemes (The Inspired Scheme) is also listed. Cooperating with other government agencies was the most key external process. Working with parliament audit bodies was a secondary factor, and conducting market research was also useful.

Staff and budget Six staff were involved in this project: one senior manager plus five other IND staff. The total cost was £3,000, all of which went on administrative costs of implementation.

High impact areas The most significant advances achieved have been reducing the core business costs, making more effective use of existing resources and improving the way in which services are delivered. The innovation is also anticipated to improve the work life of staff.

Key impact statistic *(projected or achieved)* Before this reconfiguration, it generally took about 15-20 minutes to produce one vignette. By rearranging the room and equipment, around 18 to 19 vignettes could be produced per hour (one every three to four minutes). Phase two of the project has increased further printing capacity.

Department or agency: **Insolvency Service**
Name of innovation: **B1 Examiner Level staff grading**

It is often the case that insolvency cases will be relatively straightforward and therefore do not necessarily need to be handled by senior Examiner staff (usually B3 Examiner level) in the Insolvency Service. In recognising this point, the Insolvency Service has introduced a new level of Executive Officer grade staff (B1 level) to take on less complicated insolvency cases, and free up time for more senior Examiners at B3 level to devote to handling more complicated cases. Previously Examiners at Higher Executive Officer grade would look at all cases. The Insolvency Service had to negotiate with trade unions representing B3 level Examiners, as this change was seen as undermining the status of the Examiner role.

Time scales This reorganisation lasted around twelve months.

Origins and development This change emerged primarily within the Insolvency Service, triggered by an efficiency drive and changes in the way resources were used. Senior and middle management combined to develop the idea, along with another public sector organisation.

Internal processes used were regular internal review and formalised brainstorming. Only one external factor is given, cooperating with other departments and agencies.

Staff and budget There were twelve employees involved in total. The budget was £100,000. This does not include staff salaries for the new 170 B1 examiners.

High impact areas The major impact has been to reduce the cost of core business. The Insolvency Service estimates that the difference in cost between B1 and B3 is £10,000 per year. Other gains include making better use of existing resources and creating new resources, and new flexibility given that recruitment can be more refined to different levels depending on demand. Administrative employees have higher work satisfaction as they are dealing with casework.

Key impact statistic (projected or achieved) By the end of this financial year, potential savings from the new levels of staffing will be up to £1.7 million a year. This administrative modification has led to around 70 per cent of all cases being dealt with at this lower Executive Officer level.

Department or agency: **Jobcentre Plus**
Name of innovation: **'Choices Package' strategy for Incapacity Benefit**

In November 2002 the government produced a Green Paper 'Pathways to work: Helping people into employment', which set out the plans to reform Incapacity Benefit and its wider structures and services. As part of the measures put in place to test various options, a package of programmes and measures was piloted, including health provision and financial incentives, under the name of the Choices Package. The initial focus was on new benefit recipients, and those who had only recently become incapacitated, although existing customers were able to access the Choices Package voluntarily. This is a brand new service delivery programme using Jobcentre Plus (JCP) staff as an interface between benefit recipients, government services, and the job market. The service attempts to join up a wide range of different benefit, taxation, health, and employment services, and create an accessible interface for people who may feel worried about the prospect of returning to paid work.

Time scales Due to the success of the pilot in helping Incapacity Benefits customers to return to work in the original seven districts, the service was extended and will roll out in 21 JCP Districts (a third of the UK) by 30 October 2006. Current planning assumptions are that the districts will continue to provide this service until April 2008.

Origins and development The primary trigger for the innovation was a response to new priorities set out in a government manifesto combined with a change in Ministerial priorities. Secondly, a change in the policy environment together with a change in the role of the Department for Work and Pensions was important. Central government and Ministers are seen as the primary origins, and secondary origins were senior and middle management.

Crosscutting work combined with making funds available were the key internal processes. Regular review and looking actively spin-offs are also cited. There are no external factors listed or discussed (though Primary Care Trusts and Health Boards are mentioned as important partners).

Staff and budget Staffing levels are estimated to increase by 655 to 1,105 and the estimated total running costs are £124 million rising to £134 million during 2006/07 to support the Pathways to Work service across 21 districts.

High impact areas JCP project improvements in service delivery to customers and new/extended services to customers. Other advances anticipated are reducing core business costs, making more effective use of existing resources, improving JCP's performance evaluation, improving responsiveness and flexibility and improving the work life of staff.

Department or agency: **Jobcentre Plus**
Name of innovation: **Employer Direct online vacancy management system**

A core aspect of the work carried out by Jobcentre Plus (JCP) is to link unemployed people with potential employment opportunities. In order to maintain real time information about the latest openings, JCP has developed an online service, Employer Direct, for employers to register vacancies and for JCP to manage optimally incoming positions. Employers can notify vacancies at any time, according to their business needs, either online or by telephone. Employers are also able to manage the vacancies themselves, including taking applications directly.

Time scales From initial working group set up to targeted national launch took five years. There were around five main development stages. These included basic and enhanced server trials, evaluation periods, and migration review.

Origins and development The primary trigger was availability of new technology solutions combined with changes in the way JCP uses resources. Secondly, there were efficiency drives, and thirdly, private sector firms developed new solutions. Senior managers are seen as the main point of origin. Central government is also seen as an important point of origin, as well as a public sector body in another country.

Making funds available was the key internal factor. Crosscutting work by business development units, practical experimentation, and regular reviews are listed as important processes. Externally, working closely with central government staff (Cabinet Office) and cooperating with other government agencies were the most important factors. Developing solutions with private sector firms was also important.

Staff and budget At least thirty-five staff were involved in this project, twenty-five from JCP, ten in partner organisations, and numerous internal staff as testers on a casual basis.

High impact areas The highest impact advances achieved have been improving service delivery and offering extended services.

Key impact statistic *(projected or achieved)* Savings are projected at £1.5 million between 2005/06 and 2007/08.

Department or agency: **Jobcentre Plus**
Name of innovation: **Local Government Association Accord toolkit**

Getting people off benefits and into meaningful and lasting employment often relies on close working between local authorities and central government agencies. The risk of individuals falling into the gaps between different organisational jurisdictions can be quite high. Department for Work and Pensions and Jobcentre Plus (JCP) established a formalised agreement with the Local Government Association (LGA) to work together to increase employment, reduce poverty and encourage social inclusion at local level. Housing benefit, social work, economic regeneration, training and reemployment initiatives are all key areas of work for local authorities. Working with the LGA allows principles and guidance to be developed, and then filtered into local authority networks. This innovation therefore is the development of Accord and the accompanying toolkit to ensure that principles and techniques developed at the level of JCP and the LGA filter down effectively to localities.

Time scales The programme took twenty-four months in total.

Origins and development The main trigger was working with peer organisations (Department for Work and Pensions, LGA, local authorities) to join up delivery. A secondary reason was a change in the role/function of Department for Work and Pensions combined with changes in the way resources are used. Senior managers are seen as the primary origin of the innovation. The LGA Strategic Forum is seen as a secondary point of origin.

Making funds available was the most important internal process. Practical experimentation, and to a lesser extent, using websites for posting and discussion of new ideas, were also important. Cooperating with other government agencies was the most important external factor. Commissioning research from independent policy consultants combined with research from academic institutions was also helpful.

Staff and budget The main unforeseen cost was passing on administrative costs to another part of JCP. There has also been an increase in the costs of providing technical support.

High impact areas The main improvements have achieved more effective use of existing resources and offering extended services to customers. Moderate improvements have been noted in the quality of service delivery, responsiveness and flexibility, and the organisation’s performance.

Department or agency: **Land Registry**
Name of innovation: **Electronic Conveyancing**

Land Registry (LR) is responsible for recording transfers of legal title for leasehold or freehold property from one owner to another, a process known as land registration. Under the electronic conveyancing programme Land Registry will become involved in conveyancing from the time an offer for a property has been accepted. This innovation is a web-based system that allows all stages in the conveyancing process previously not recorded by Land Registry to now be included on the database, and once completion has taken place, title to the property will be granted on payment of the requisite fees.. Details can be entered and managed online, by solicitors and LR staff, making the system quicker, easier, and more transparent.

Time scales E-conveyancing will take about five years to develop in total. A joint report by the Law Commission and Land Registry in 1998 set out preliminary proposals. The Land Registration Act of 2002 provided the legislative provisions for e-conveyancing. Currently, some early services have already been tested and launched.

Origins and development A change in Ministerial priorities was the primary trigger for e-conveyancing and the joint Law Commission and Land Registry report referred to above. Availability of new technology solutions and knowledge from current developments were also important. Working with peer organisations is also mentioned.

The most important internal factor was regular review through the Gateway process. Other factors mentioned are making funds available, formalised brainstorming and looking actively for other opportunities. Conducting market research was also important.

Staff and budget About seventy staff in total are currently involved with e-conveyancing, including four senior managers, ten staff in partner organisations, and three seconded to LR. This will change over the life of the programme to reflect needs at any particular time and the mix of internal staff resources and support from external contractors. The whole life cost of the entire e-conveyancing programme set out in the Business Case approved by HM Treasury up to 2013/14 will be in the range of £270 million to £310 million. This includes £146 million for the initial development and implementation of services and their launch in 5 tranches over the period to 2009/10.

High impact areas The biggest projected advances will be in offering new/extended services to customers, and improving service delivery to customers. There should be fewer delays in the conveyancing process, and resources will be saved due to the electronic system. The programme is also anticipated to significantly improve LR's responsiveness and flexibility, through resolving any inconsistencies in information supplied by the parties to a conveyancing chain which currently may arise with the existing land registration process.

Department or agency: **Learning and Skills Council**
Name of innovation: **'Agenda for Change' process with college principals**

The *agenda for change* reform programme will radically transform the post-16 education and training sector to meet the huge challenge of developing the workforce skills and learning for individuals required to meet the aims of greater social mobility and increased economic competitiveness.

Working with the sector, the Learning and Skills Council (LSC) has looked at how best to meet the skills needs of employers; build a sector fully committed to quality and the highest standards; how funding methods can be changed to support priorities as simply as possible; how data collection and exchange can be streamlined; how the sector can achieve business excellence; and how the reputation of the sector can be enhanced.

The LSC has: developed initial proposals and shared these with college principals in a series of regional roadshows; published proposals in the *agenda for change* prospectus and consulted the whole post-16 sector on the technical detail of our funding reform proposals; began discussions with all partners in the wider post-16 sector including school sixth forms; contributed to Sir Andrew Foster's Review of Further Education Colleges and Lord Sandy Leitch's Review of Skills; and appointed an *agenda for change* champion.

Time scales It is expected that the process will take three years in total. The group meeting and road show work took place over a period of seven months. Mainstreaming is expected to last around two years. The LSC are now presenting back to FE principals 'the totality of their ideas and views and starting to shape these and how they form the vision for change'.

Origins and development The main trigger was a change in Ministerial priorities combined with working with peer organisations. The innovation was a response to priorities set out in a government manifesto, together with private sector firms developing new solutions.

Important internal factors are making funds available, regular internal review, looking for spin-offs and responding to the Gershon review. Working closely with Ministers and cooperating with government agencies are seen as the key external process. Engaging with a new post-election Ministerial team is important, but it is too early to say what course will be followed exactly.

Staff and budget All staff of the LSC are involved through Agenda for Change Theme Seven which is the LSC's own internal response to the transformation that Agenda for Change is intended to deliver. Theme 7 is expected to deliver savings in the order of 1,100 LSC posts.

High impact areas High impact advances are expected in many areas, specifically reducing core business costs, making more effective use of resources, improving service delivery, improving the organisation's responsiveness and offering new or extended services. The process should help to drive out the complexity within the system so the LSC can have a strategic relationship with the post-16 sector.

Department or agency: **Learning and Skills Council**
Name of innovation: **Action for Business Networks partnership**

The Learning and Skills Council (LSC) is responsible for planning and funding vocational education and training in England. Much of its core work involves coordinating with relevant bodies to provide education and training opportunities at regional and local level. This innovation is a partnership between the LSC in the south east, South East of England Development Agency (SEEDA), colleges, private training providers and the South East Business Links to establish a network to deliver the training needed by employers and employees to improve competitiveness and creates new opportunities for vocational education and training.

Time scales The total time to market was thirty months, with all stages completed. The longest stages (both nine months) were testing and piloting, and first implementation to wider roll-out. Many of the colleges working to the accredited standard need eighteen to thirty-six months to make the changes necessary to meet the standards.

Origins and development A change in Ministerial priorities and working with peer organisations were the main triggers for this innovation. Senior management and other public sector organisations were the main origins of the innovation.

The most important internal processes were making funds available combined with formalised brainstorming. Another important factor was early communication regarding the Action for Business development within the LSC, and across further education colleges and other organisations. Cooperating with other government agencies and conducting market research were key external processes.

Staff and budget About fifteen staff were involved in total, including ten staff from partner organisations, and a part time contractor. The costs are about £2.3 million, of which £2 million was for capacity building and development funding for colleges.

High impact areas High advances are projected or already achieved in creating new resources, improving service delivery to end users, improving the evaluation of the LSC, improving flexibility and offering new or extended services to customers.

Key impact statistic *(projected or achieved)* Twelve colleges have been accredited so far, with a further 18 planned to be over the next year.

Department or agency: **Legal Services Commission**
Name of innovation: **Visions and Objective Information Communication Environment system for performance monitoring**

This innovation is the adaptation of a balanced scorecard tool used by the Legal Services Commission (LSC) to monitor performance against targets across the whole organisation. Freely accessible to any member of LSC staff, it provides performance data broken down by business unit. The scorecard was built around the 4 core functions of LSC business: customer service; business (supply/partnership); finance; and people. Until this innovation, the LSC did not have a recognised reporting framework and so was not able to chart its success against targets and objectives in a transparent way.

Time scales The system went live two to three years ago, launched in one go across the whole organisation. It took about eight months in total.

Origins and development Visions and Objective Information Communication Environment (VOICE) management tool originated from efficiency drives within the LSC and changes in the way resources were being used (more customer focused approaches). The point of origin is seen as somewhere between middle management and frontline staff. Senior management were then inclined to develop a more widely based system. Regular review and audit, and practical experimentation are cited as the most important internal processes. Cooperating with other government departments is seen as an important external process.

Staff and budget Seven members of LSC staff were involved in this programme. It has cost around £35,000, but none of this money is capital spending.

High impact areas Main gains are in the area of improving performance of the organisation. VOICE has led to a more 'coherent and focused reporting mechanism'. Other high gains have been improving service delivery and improving responsiveness and flexibility. Unforeseen costs are only that there is greater expectation for more innovation. Other government departments have shown interest in how LSC uses VOICE.

Department or agency: **Legal Services Commission**
Name of innovation: **Leadership Development Programme**

The Human Resources department within the Legal Services Commission (LSC) has worked over the last two years with consultants ASE and the Roffey Park Institute to set up the Leadership Development Programme. This consists of range of training events and tools to help senior managers develop and experiment with different styles of leadership, against a leadership profile. It is intended to enhance the leadership capability within the LSC, aiming to equip leaders with skills to manage uncertainty, in response to forthcoming periods of change.

Time scales The programme is scheduled to last thirty-six months, most of this time will be used for senior management development activities in the roll out stages of the innovation. It has been running for about one year.

Origins and development This innovation was triggered as a response to difficulties in the organisation, and a change in the role or functions of the organisation (in response to the Clementi Review and the Fundamental Legal Aid Review). The programme originated at senior management and Ministerial level.

The major internal processes were ‘away days’ for senior staff and training and development schemes. The main external processes involved cooperation with other departments, and development activity commissioned from the consultants.

Staff and budget Five staff work on this innovation, two of them in the consultant organisations. The initiative cost £470,000 in its first year, the majority of which has been spent on capital costs of implementation.

High impact areas Gains are high in improving evaluation (managing performance through feedback is a central aspect of the programme), improving flexibility (trying out different leadership styles), and improving the work life of staff. The major barriers have been reluctance to embrace new ways of working and reluctance to experiment with new solutions.

Department or agency: **London Development Agency**
Name of innovation: **Realising the Benefits of Hosting the 2012 Olympic and Paralympic Games report**

An important part of the successful London 2012 Olympic bid was the focus on the benefits that the Games would bring in terms of regeneration of run-down urban areas. The London Development Agency (LDA) has therefore produced a report that systematically analyses all the physical, economic and community benefits of the Olympic project, and considers which structures, activities and measures need to be put in place to realise these benefits. The report is based on cross-agency working and close discussion and engagement with key external partners including London boroughs and central government agencies. It reflects all the key themes set out in the Mayor's Economic Development Strategy.

Time scales The projected total time to market is just over two years. The project is currently at the implementation stage following the decision to award the 2012 Games to London.

Origins and development The main trigger was the Olympic bid process itself, together with a change in the policy environment. Working with peer organisations to join up delivery was also an important factor. Central government at executive level and senior managers were the primary origins for the report. An individual member of staff and middle management were also important.

Formalised brainstorming and away days were the key internal processes for developing the initial idea. Making funds available and cross-cutting work were also important. The involvement of Board and Committee members is cited too. Commissioning research from independent consultants and from academic institutions were key external processes. Working with other government agencies and with interest associations helped to increase 'buy-in'.

Staff and budget This report involved about three staff in total, including part time assistance from one member of staff in a partner organisation. The total cost is £55,000, all of which is for administrative development of the project.

High impact areas Very high advances are projected for creating new resources and offering new services to customers. Another high gain is anticipated in improving the way services are delivered to customers

Department or agency: **Maritime and Coastguard Agency**
Name of innovation: **Fire fighting and chemical hazard teams**

The Maritime and Coastguard Agency (MCA) is responsible for UK civil maritime search and rescue operations (SAR). Until 2002/03, MCA had no formal operational capability for dealing with fire or chemical hazards at sea, and UK fire services' remit only stretched to fighting fire on land. In order to address this gap, MCA has introduced teams for dealing with fire and chemical emergencies at sea. The response involved a high degree of integration of emergency services. MCA worked closely with UK fire services to design from scratch new equipment and procedures. MCA also worked closely with NHS Ambulance Trusts to ensure that medical expertise was part of the integrated response. Coastguard vehicles currently being trialled have been fitted with ambulance transponders so that they can be available for first response paramedic work on land. It also involves a tripartite agreement between the Ministry of Defence, Chief Fire Officers Association, and MCA on the use of helicopters for fire fighting at sea.

Time scales The project is due to last around four years in total.

Origins and development The triggers for this innovation were difficulty within the organisation, and working with peer organisations to join up service delivery. The main origins were senior management and other public service bodies.

Key internal processes were work done by the UK SAR Operators Committee, and group events. Regular review and making funds available were also listed as important. The main external processes were cooperating with other government departments and agencies, and commissioning independent research.

Staff and budget This project involved three FTE employees at the MCA, five staff seconded to the MCA from other organisations, and one other person from a contractor body. Administrative costs of the project are £2.75 million in total.

High impact areas The main areas of impact are creating new resources, improving the way in which services are delivered, improving flexibility and responsiveness, and offering new or extended services. The fire services are available to all land applications, and 200 miles out to sea. Cost impact will be achieved through saving ships and other vessels from fire and sinking.

Key impact statistic *(projected or achieved)* The MCA aim to achieve fifteen strategically located fire teams each with 50 fire fighters by August 2006.

Department or agency: **The Met Office**
Name of innovation: **Rainfall Collaboration Project**

This innovation is a project to monitor rainfall in order to more precisely predict the likelihood of flooding. It came about as a result of the severe floods in the Midlands over Easter 1998. The Bye Report found that detection and forecasting could be improved. Project aims are: a) exchange of raingauge observations between the Met Office (MO) and the Environment Agency (EA); b) improve quality of weather radar network by using these observations; and c) feed back improved forecasts to the EA.

Time scales The total 'time to market' is projected to be seventy-six months. Some stages have run concurrently, such as evaluation and piloting, implementation to roll-out, and completion of roll-out, each of which took at least three years.

Origins and development This innovation is the result of a response to a crisis, which led to working with a peer organisation to deliver better results. New technology solutions and 'spin-offs' are also identified as being important triggers. Middle management and the EA are seen as being the primary points of origin. Senior management and central government are cited as secondary origins, though the innovation was a response to a crisis highlighted by a central government report.

Internal factors of particular importance were making funds available (awareness of the Capital Modernisation Fund) and cross-cutting work done by innovation or business development units. Practical experimentation and looking for 'spin-offs' are also seen as key. It was necessary to work with central and peer government bodies, and research/consultancy by academics and the private sector was also used.

Staff and budget Approximately five staff in total (one in MO, two in the EA, and two contracted from a partner organisation). The overall project spend was around £1.3 million of which approximately £100,000 came from MO resources, the rest provided by the Capital Modernisation Fund.

High impact areas The ultimate measure of the innovation will be the sound prediction of flooding in the relevant areas. As the innovation is still being implemented, it is too soon to fully assess impacts.

Department or agency: **The Met Office**
Name of innovation: **Headquarters relocation with IT emphasis**

This innovation is the relocation of the Met Office (MO) headquarters from the Bracknell/ Reading areas to a single office in Exeter. This meant that previously disparate offices, which were difficult to maintain and hard to manage, were consolidated into one site in Exeter. The most difficult aspect of the move was designing and setting up the necessary IT infrastructure. The new headquarters were opened in 2003. Many staff relocated, and more were recruited from the Exeter area.

Time scales The total timescale was fifty-six months, spread fairly evenly across the different stages. One of the longer periods, of twelve months, is for creating a working team and formulating a strategy. Implementation and mainstreaming together took just over two years.

Origins and development The relocation was triggered primarily by difficulties in the organisation's activities, and was enabled by new technology solutions. Efficiency drives and changes in the ways resources were used are also cited as triggers. Senior and middle management are credited with being the origin of the relocation. The Chief Executive assembled a multi-disciplinary team to manage the relocation. Making funds available and regular review were important factors for developing the innovation. Cross-cutting work and using websites were also important. Externally, private sector firms and cooperating with other government agencies were important factors, with central government staff and Ministerial co-ordination also cited.

Staff and budget Around 600 staff are estimated to have been involved in the IT component of the relocation, 500 of them contracted to the MO (with 1,200 MO staff involved overall). The relocation cost £106 million, £82 million on capital costs, £52 million on administrative costs, with a saving on £29 million on capital costs overall. No unforeseen costs.

High impact areas Improved service delivery is already being noted, as is better work life for staff. Reduction in core costs are anticipated, with few advances already quantified. Other gains are expected to be moderate.

Key impact statistic *(projected or achieved)* This is described as the most complex no-break in service IT relocation ever attempted in Europe on time, to specification and on budget. This was achieved by building in significant back up to the major IT systems from the start.

Department or agency: **Ministry of Defence**
Name of innovation: **Joint Personnel Administration Programme**

This innovation involves transformation of the military human resources administration from 250 disparate and bespoke computer systems to one centralised and standardised online self-service system covering all staff across the three Services. A Joint Personnel Administration Centre will provide technical support and an enquiry service to all personnel. This will mean that 'personnel working alongside each other in a joint environment, doing an identical job but wearing different uniforms will for the first time have the same entitlements'. Responsibility for administration will be transferred to staff by allowing them access to their own personnel records.

Time scales This innovation is now advanced, with JPA having gone live, to time and budget, to the RAF in March 2006. Royal Navy and Army roll outs are scheduled for autumn 2006 and spring 2007 respectively.

Origins and development This is a response to difficulties in the organisation resulting from inflexible, incoherent, and fragmented personnel systems. It is also resulting from objectives stated in the Strategic Defence Review White Paper – a ten-year plan for transforming personnel administration. Changes in the policy environment are also cited. The points of origin for this innovation are private sector partners and middle management.

Staff and budget There are around 140 employees involved from the Ministry of Defence (MoD), plus another 120 seconded from other organisations or contracted. The overall cost is in the region of £150 million, with the largest allocation going implementation costs.

High impact areas The major areas involve reducing costs and improving service delivery. MoD plans a reduction of around 1400 posts in personnel administration, resulting in cost savings. Individual staff will have online access to a wide range of personnel administration services. Improved automation and 'workflow' will reduce the amount of form filling associated with routine administration and improve accuracy.

Key impact statistic *(projected or achieved)* The projected efficiency benefit is around £100 million per year in steady state.

Department or agency: **Ministry of Defence**
Name of innovation: **Defence Logistics Transformation Programme**

This innovation is a wide-ranging programme focusing on change management at the Defence Logistics Organisation (DLO). The Defence Logistics Transformation Programme (DTLP) introduces new ways of approaching tasks and projects, aiming to tackle them in a more efficient way. This is done by managing risks more effectively. It is concentrated in four main areas, applying lean principles, optimising industry relationships, through life management, and improving people skills.

Time scales The programme has been running for eighteen months. NAO published a study *Through Life Management* in May 2003. This innovation therefore fits well with the pattern of Ministry of Defence (MoD) innovations partly being responses to critical value for money studies. The initial DLO review was published in July 2003, with a primary recommendation to implement a so-called 'Forward and Depth' maintenance regime in the fixed wing and helicopter support areas. A six to eight month pilot followed. MoD announced in November 2004 investment plans for this activity. RAF adopted this new maintenance programme in April 2005.

Origins and development The main triggers are changes in Ministerial priorities after ten years of 'repeated logistical inadequacies', and a change in the policy environment as defence operations change in nature and requirement. Secondary triggers include new solutions from the private sector, and efficiency drives. The main points of origin are tri-service senior management in the MoD/DLO and private sector consultants (McKinsey). Central government executive level and frontline staff are also mentioned.

Internal processes are making funds available and crosscutting work. In the fixed wing area, there are 'many examples of employee level innovation that have enabled savings in terms of time and money'. DLO cites working with parliamentary audit bodies as a major external process.

Staff and budget This innovation involves a large proportion of MoD and DLO staff (around 500). Thirty employees are involved from partner organisations. Administrative costs of development and implementation have run to around £45 million.

High impact areas Main impact areas include reducing costs of core business, creating new resources, improving service delivery, and offering new or extended services.

Key impact statistic *(projected or achieved)* One example of savings is given for partnering with Rolls-Royce in the Tornado Propulsion Facility which has enabled savings of £88 million over four years.

Department or agency: **Ministry of Defence**
Name of innovation: **In-Situ HP Air Bottle Revalidation for gas cylinders**

This innovation is a technical process focused on 'revalidating' non-transportable high-pressure gas cylinders used in ships and submarines. This is a safety pressure check that is due fifteen years after installation and then every ten years. Revalidation is costly and time-consuming, and therefore tends to create disruption to the supply chain and operational readiness of naval vessels. The aim was to develop a way of revalidating cylinders onboard, minimising disruption risk and cost. New techniques to complete the revalidation have been developed and specialist tools designed to minimise the risk of in-situ inspection.

Time scales The exercise took sixty months in total, with the majority of time taken to create a strategy and testing and piloting. Roll out took six months. The survey suggests that time to market was not a primary consideration, rather the need to develop a robust and workable solution.

Origins and development The main trigger was a need to respond to a difficulty. New technical solutions and changes in the function of the organisation were also important. The point of origin was an individual member of staff. Private sector contractors were also involved in develop the idea. Using different criteria, the survey suggests that the 'key element in this innovation process was the support from the internal organisation to the vision of the new idea. Very often the new idea remains in the mind of the inventor for a long period after conception'. This seems to fit with experimentation and trial and error on the survey. There are no external factors cited.

Staff and budget There were around seven employees involved, and the total cost was £850,000. This was split quite evenly between administrative and capital costs.

High impact areas High advances have been achieved in the areas of reducing costs, creating new resources, improving the way in which services are delivered, improving evaluation, improving flexibility, and offering extended services. Barriers to innovation include reluctance to embrace new ways of working, and reluctance to experiment with new solutions. The survey states: 'The advantage I experienced during the development of my new ideas was a common belief in the need for change'.

Department or agency: **National Blood Service**
Name of innovation: **Blood Stocks Management Scheme**

This is the first system worldwide utilised by national blood services and the hospitals they supply, for monitoring blood stocks and wastage across the blood supply chain. The scheme's website has a data management system employing active server pages, Macromedia Generator and an SQL database. Participants of the Blood Stocks Management Scheme (BSMS) input red cell stock and wastage levels and platelet wastage and access real time data and charts, allowing peer review.

Time scales The total time to market is given as eight months but it took thirty-six months from first ideas to agreement to investigate. The original project was paper-based and identified the need for a substantive scheme. Once the decision had been taken to commence such a scheme, implementation was very quick.

Origins and development The implementation of the scheme was driven by the Department of Health following an audit of compliance with Health Circular (HC (84) (7)), indicating non compliance. Shortages and cuts to orders were not uncommon before implementation of the scheme. Central government was the primary point of origin. Senior management and hospital staff were also involved in developing the idea to implementation.

The availability of software, was one of the key internal factors. Regular internal review and practical experimentation are also cited. Conducting market research or focus groups with end users was the key external factor in the development of the innovation.

Staff and budget Currently three National Blood Service (NBS) senior managers, plus one other member of staff. Hospital staff take about five to ten minutes to input data daily. Developmental costs for this innovation have not been identified but the current annual recurring cost is £186,000.

High impact areas The highest impact advance has been offering new services to end users. Other high gains achieved include creating a new resource, and improving performance evaluation within the organisation and improving the organisation's flexibility and responsiveness. Participation in the Scheme has grown , and its success has also generated the expectation of further innovations.

Department or agency: **National Institute for Health and Clinical Excellence**
Name of innovation: **NICE Technology Appraisal Process**

This innovation is the process by which the National Institute for Health and Clinical Excellence (NICE) appraises the health benefits and costs of technologies (for example drugs, medical services, types of operation) and produces national guidance on their use for the NHS. The process is designed to allow maximum understanding and input from a wide range of consultees and stakeholders. It is open and transparent, and is designed to lead to robust guidance. NICE believe that the process is unique in the world amongst public health organisations.

Time scales The total time to market is given as 14 months, with all stages completed. It appears that testing and piloting took around seven months, after which the process was mainstreamed immediately. Since the introduction of this technology appraisal process (now called Multiple Technology Appraisal process), NICE has also launched a new shorter (Single Technology Appraisal process) with a timeline to market of around 6-7 months.

Origins and development The main triggers were responding to new priorities set out in a government manifesto together with a change in Ministerial priorities. The origins are given as Ministers working together with central government executives to set up NICE and introduce the Appraisal Process. The setting up of NICE is the primary internal factor, though regular review is also given a high rating. Also mentioned as important factors are making funds available and away days.

Externally, working closely with Ministers and cooperating with other government agencies were the most important factors. Developing solutions with private sector firms and working with interest associations to join up delivery was also key. Commissioning research or guidance from academic institutions and conducting market research were also helpful.

Staff and budget Hundreds of staff from partner organisations were involved in the process, plus seven senior NICE managers and fifty other NICE staff.

High impact areas Very high advances have been achieved in creating new resources and improving the way in which organisation performance is evaluated, and also in delivering new services to end users.

Department or agency: **National Savings and Investments**
Name of innovation: **APPLAUSE cultural change programme**

This is the launch an organisation-wide culture change programme to support National Savings and Investment (NS&I) five-year corporate strategy by instituting new ways of working. The project is called APPLAUSE and is the framework developed to support the delivery of a range of new initiatives identified to improve and enhance people engagement and drive the ambition to make NS&I 'a great place to work'. It was recognised that when a number of separate initiatives are launched it is not always easy to maintain sight of how they support the overall purpose. By capturing the various initiatives under the umbrella of APPLAUSE, NS&I are able to demonstrate the implicit linkages and cohesiveness between each activity and retain the focus on how each contributed to the change process. As an acronym, each letter of APPLAUSE represents a specific or set of initiatives that were to be implemented: *Achieve, Perform, Praise, Lead, Action, You, Stretch, and Lean* as each were identified as being central to the overall culture change process.

Time scales The launch of the programme took about ten months to complete. The implementation was determined by existing deadlines, as laid out by the corporate strategy.

Origins and development The main triggers for this innovation the recognition of the need to harness commitment and' raise the temperature' of the organisation by working in a more responsive and agile way. If the new corporate strategy was to succeed attention needed to focus on all aspects of cultural change.

The main point of origin was senior management and an individual member of staff. The internal processes involved regular internal review and formalised brainstorming.
External processes involved conducting focus groups with end users, and commissioning research from academic institutions. There was also some working with central executive bodies.

Staff and budget 140 staff from NS&I are involved in this programme, plus a further forty staff partner organisations. The total cost has been £50,000, all administrative, split between development and implementation costs.

High impact areas The main impact areas are creating new resources, improving the way the organisation evaluates its performance, improving flexibility, and improving the work life of staff.

Key impact statistics *(projected or achieved)* Staff satisfaction has increased from mid-60s on an index based system to the high-70s in an annual survey. Quarterly data shows consistently high satisfaction ratings.

Department or agency: **NHS Purchasing and Supply Agency**
Name of innovation: **Non-sterile Two Litre Urine Drainage Bag**

This innovation is the design and usage of a non-sterile two-litre urine drainage bag, which incorporates a safer means of opening and emptying. This is a new product for the NHS, based on an R&D strategy employed by contract suppliers following feedback from clinicians and NHS PASA. Contract suppliers were tasked with the design and supply these bags. This new style of bag makes nurses' work easier and reduces the risks of spreading hospital acquired infection.

Time scales The new bag took two years in total to come to market. Three suppliers were used, and designs were then presented to the National Customer Group for Continence and Urology.

Origins and development One of the triggers was frontline staff or managers who noted that the old bags were difficult to empty and presented an unacceptably high level of risk regarding the spreading of infection. Important internal factors for developing innovations are away days, training and staff development, looking for spin-offs and working with stakeholders (both internally and externally).

The NHS Purchasing and Supply Agency (NHS PSA) chairs a National Customer Consultation Group, which has a membership of fourteen continence advisors from around the country. The Group assists and advises NHS PSA on reviewing, prioritising, and steering its products to the NHS. Meetings are held three times a year and it was at one of these meeting that data was presented on the sales of urine drainage bags. Working with suppliers was also critical to the development of the innovation.

Staff and budget Two staff from NHS PSA are involved, plus fifty staff in partner organisations.

High impact areas High impact categories are improving the work life of staff. The innovation has also improved service delivery, and should improve responsiveness and flexibility of NHS PSA. An article was published in NHS PSA magazine (March 2004) and information on the new bags is available on the NHS Logistics website.

Department or agency: **North West Regional Development Agency**
Name of innovation: **'Change Programme'- new management programme**

This innovation is about the 'improvement of Core Processes and Systems'. The aim is 'to improve and integrate ways of working eradicating silos and embedding a Project Management culture'. The programme is therefore designed to engender more flexible working structures and more proactive management practices.

Time scales The projected total time is eighteen months. Some of the stages overlap, with evaluation of testing and piloting lasting between six and twelve months. All other stages last between three and six months.

Origins and development The primary trigger was a response to an improvement requirement combined with changes in the way the organisation uses resources and manages projects. Secondly, efficiency drives together with spin-offs is identified. Central government combined with independent reviews and staff concerns are seen as the primary origins. Secondly, senior and middle management internally were important. Other origins included other partner organisations.

Regular review combined with away days and workshops was a key internal process in the development of the innovation. Practical experimentation and formalised brainstorming sessions are also cited as important internal factors. Externally, adopting best practice from other government agencies was key. Secondly, developing solutions to meet internal needs and external expectations was important.

Staff and budget About 100 people were involved in total, fifteen senior managers and 85 other staff within North West Regional Development Agency. Total costs are £235,000, £150,000 on administrative costs of development with £20,000 on implementation, and £60,000 on capital costs of development with £5,000 on implementation. Unforeseen costs include an increase in the costs of providing training to 300 staff in new processes and systems. Also, the innovation generated expectations of more in the future and higher costs of providing technical support.

High impact areas Overall, high impact advances are projected in most areas, especially making better use of resources and improving service delivery, as well as improving flexibility and the work life of the staff. It is anticipated that there will be a reduction in non-productive work and time wasted.

Department or agency: **Office of Gas and Electricity Markets**
Name of innovation: **Enhanced Combined Heat and Power unit installation**

This innovation uses disused plant and pipes in combination with new technology to further develop an energy efficient Combined Heat and Power (CHP) unit. The Office of Gas and Electricity Markets (Ofgem) had a rolling programme of efficiency drives and identified a way to install a CHP unit with enhanced efficiency by utilising a disused thermal store to capture daytime excess, which then maintains the night time temperature profile. This led to a 42 per cent benefit in both costs and emissions.

Time scales The total 'time to market' was fifteen months, with all the stages apparently running sequentially, the longest being the final five months, of roll out and mainstreaming.

Origins and development The primary triggers were a change in Ministerial priorities combined with changes in the way energy and storage resources were used. In a similar vein, responding to new manifesto priorities and looking for efficiency gains are given as secondary triggers. Thinking around the problems associated with installing a new CHP unit were also important. The origins were a private sector contractor combined with an individual member of staff, who together found solutions to energy needs, efficiency and emissions savings.

Looking for spin-offs and making funds available were important internal factors. Formalised brainstorming and close working within Ofgem were also important in developing ideas. Externally, private sector firms advised and provided specialist support to allow various hurdles to be overcome.

Staff and budget Two people (one contracted to Ofgem) were responsible for the innovation, which cost £191,000. This includes £174,000 capital costs of implementation following £10,000 being spent on administrative costs of development. (it is estimated that £7,000 was spent on administrative costs of implementation.)

High impact areas Making more efficient use of existing resources is the highest impact advance. This has led to a focus on all Ofgem's environmental impacts with the aim of reducing costs, energy and water usage and emissions wherever possible.

Key impact statistics *(projected or achieved)* Ofgem have secured a carbon emission saving of 850 tonnes by obtaining the entire building base load via the CHP and thermal store combination and following corresponding reductions in the amount of energy used.

Department or agency: **Office of Government Commerce**
Name of innovation: **Gateway Review Process**

The Office of Government Commerce (OGC) is the central body for reviewing public sector procurement work, and so its Gateway Review Process has been a 'big success story' for a central part of its work. Introduced in February 2001, it involves OGC teams evaluating department and agency procurement projects at certain critical stages, and giving the go ahead based on traffic light indicators. This involves bringing about cultural, management, and technical-administrative change across all government. OGC also form a link between private sector consultants and departments. They have completed over 1,000 reviews, 600 projects, and covered 123 separate departments or agencies.

Time scales Total time to market has been around twenty-four months.

Origins and development New priorities set out in government manifesto and a change in ministerial responsibilities were the main triggers for this innovation. OGC suggest that the Gateway is compatible with the Gershon Review, the Modernising Government agenda, and the Achieving Excellence in Construction report. The primary origin was a private sector partner or contractor, with senior managers a secondary point of origin.

Practical experimentation was the most important factor, followed by making funds available and regular review. Looking actively for spin-offs and cross-cutting work are cited as important factors for the development of innovation in general. External processes involved close working with central executive bodies, close working with Ministers, and then cooperation with departments.

Staff and budget Around twenty-eight staff in OGC work on Gateway, plus three staff contracted to the organisation. The administrative costs of implementation are £3 million per year. The survey mentions the cost of using external consultants to carry out 'mission critical' reviews as an unforeseen cost. OGC had originally envisaged that senior civil servants from departments would carry out the majority of these reviews.

High impact areas There have been high advances in improving service delivery, improving flexibility, and offering extended services to customers. OGC hope to extend the Gateway process more broadly across the public sector.

Key impact statistic *(projected or achieved)* £730 million in value for money gains across government has been achieved, almost three quarters of the £1 billion savings Public Service Agreement target.

Department or agency: **Office of Government Commerce**
Name of innovation: **West Midlands Small and Medium Sized Business Procurement Pilot**

This is a regionally based pilot programme to improve government procurement and tendering opportunities for small and medium sized businesses (SMEs). The Office of Government Commerce (OGC) has implemented a range of measures in the West Midlands, such as establishing a procurement portal, reducing bureaucracy and establishing self-certification, training SME procurement staff, and negotiating with large prime contractors to open up supply chains and encourage sub-contractor relationships with SMEs. The pilot aims to create a more open, competitive and diverse market with a wider pool of capable suppliers. Much of the programme is due for national coverage.

Time scales The project has been running for about eighteen months. It had a very quick shift from first ideas to testing and piloting. The pilot stage lasted about twelve months, and evaluation around four months. Completion of roll-out involves national implementation of the pilot successes.

Origins and development The main triggers were changes in Ministerial priorities, combined with a report by the Better Regulation Task Force and Small Business Council in May 2003 which looked at the barriers facing SMEs when they try to compete in the government marketplace. The need to find a solution was raised at central government executive and Ministerial level, and developed by senior management and Ministers.

Major internal processes were making funds available, regular review, and formalised brainstorming. External factors include working closely with Ministers and other departments or agencies. OGC also worked closely with a range of SMEs in the region and their support organisations.

Staff and budget There are around twenty staff working on the programme within OGC, and the total programme cost is £1.2 million. Unforeseen costs include providing end user and customer support, and generating expectation of more innovations.

High impact areas The main impact areas are improving service delivery, improving responsiveness and flexibility, and offering new or extended services.

Key impact statistic *(projected or achieved)* Over 500 SMEs have been engaged in the project, 14 per cent of these had successfully tended with government at the start of the pilot. Of contracts awarded through the portal by July 2004, SMEs won 26 per cent.

Department or agency: **Office of Rail Regulation**
Name of innovation: **Model clause contracts**

The Office of Rail Regulation (ORR) is empowered to develop model (that is, standard) clauses for track access contracts. By developing model contracts for both freight and passenger operators, ORR hoped it would bring greater clarity in commercial relationships, reduced transaction costs, and ensure a level playing field.

Time scales The total time to market was forty-five months, with all stages completed. There appears to have been a little overlap between some of the stages, with the stages lasting between three and twelve months each.

Origins and development The primary reason for this innovation was the ORR wanting to achieve the benefits of model contracts, together with working with peer organisations to join up delivery. Changes in the way the ORR used resources combined with spin-offs from other work were also important. Senior managers and private sector contractors were the origins of the innovation, with the Rail Regulator engaging the industry stakeholders.

The most important internal factors were making funds available together with cross-cutting work within the ORR. Other factors mentioned are looking actively for spin-offs and using websites for posting and discussion of new ideas. Externally, developing solutions with private sector firms and working with interest groups were the important factors.

Staff and budget Because the model contracts took longer than anticipated to develop, higher than expected legal consultancy costs were incurred.

High impact areas These are anticipated in creating new resources and improving service delivery to end users. Resources have been freed up by using a more standardised approach to track access applications, and transaction costs have been reduced for industry stakeholders. Moderate gains are also projected in reducing core costs because model contracts have standardised certain work carried out when considering track access applications.

Key impact statistic *(projected or achieved)* The model contracts are used by all but four franchised Train Operating Companies.

Department or agency: **Office of the Deputy Prime Minister**
Name of innovation: **Neighbourhood Wardens**

The government recognised the need to re-establish the 'eyes and ears' of communities following the loss of traditional jobs such as park keepers housing officers and community development workers. Neighbourhood Wardens are a key element of the Neighbourhood Renewal Unit's National Strategy following the unit being established in 2001. Their purpose is to improve the quality of life and to contribute to community safety and the regeneration of the areas they serve. The tasks of Wardens vary according to local needs, so they can adapt to meet national priorities in a flexible way.

Time scales Total time to market is given as six to twelve months. All 3 rounds of warden scheme pilots ran for 3 and a half years each with the final rounds direct funding ending in March 2006 The pilots that overlapped with evaluation being completed on the first round while rounds 2 and 3 were ongoing

Origins and development The primary reason for the innovation was the publication of the PAT 6 report by the Home Office and then Department of Transport, Local Government and the Regions. The Wardens unit was set up in May 2000 and absorbed into the Office of the Deputy Prime Minister (ODPM) Neighbourhood Renewal Unit (NRU) in 2001. Central government executive level was the main point of origin. Senior management was a secondary point of origin, with middle management together with third party organisations also mentioned.

Making funds available was the most important internal factor, with regular review also important. Practical experimentation, away days and looking for spin-offs are additionally mentioned. Externally, cooperating with other government agencies/departments was a vital factor. Conducting market research and commissioning research from independent consultants were also key.

Staff and budget About fifteen staff were involved, about 0.2 FTE of a senior manager, six other ODPM staff, five people from partner organisations and three staff seconded to ODPM. Administrative costs of development totalled about £1 million. The main unforeseen cost was a decrease in the quality of 'day-to-day' administration combined with generating expectations of more innovations. An increase in the costs of technical support was also noted.

High impact areas Gains achieved are improving service delivery, offering new/extended services to customers and making people feel safer in their homes through providing solutions to concerns about the local environment, crime and fear of crime and problems with antisocial behaviour.

Key impact statistics *(projected or achieved)* The first 84 warden schemes were set up in 2000/01, with subsequent rounds of 123 and 38 schemes set up in 2001/02 and 2002/03 respectively.

Department or agency: **Office of the Deputy of Prime Minister**
Name of innovation: **Local e-Government National Projects programme**

This innovation aimed to ensure that all councils have access to key electronic services and 'building blocks', without having to build them from scratch. The twenty-six National Projects have directly involved over 100 local authorities as board members. The programme has been innovative in the way it has pulled together councils, central government, the private sector and others to define and deliver facilitated solutions. The programme did not relied on a centrally driven, imposed solution, but facilitated councils to deliver their own solutions. The Office of the Deputy Prime Minister (ODPM) funded the Projects, which were led by local authorities, and the products have been migrated to local authorities to ensure their sustainability.

Time scales The programme ran for three and a half years in total. A typical project may take six to nine months to scope and commission work, twelve months in active development and one to two years for roll out and sustainability.

Origins and development The primary trigger was responding to new government priorities outlined in a manifesto combined with working with peer organisations to join up delivery. Efficiency drives and experience of Pathfinder projects prior to the National Projects programme were also important triggers. Middle management together with central government staff were the main origins for the project. Senior managers and other public sector organisations, particularly local government, were also important.

Key internal process were making funds available and having a team with skills and passion to deliver. Away days and practical experimentation were also important. Regular review and looking actively for spin-offs are other factors listed. Cooperating with other government agencies and developing solutions with private sector firms were the most important external factors. The commitment to, and buy-in of, local authorities to the overall programme was also important.

Staff and budget Outside of the 100 local authorities and government departments, eighteen staff were involved, two senior ODPM managers, twelve other ODPM staff and four people contracted to the organisation – most had other responsibilities alongside the National Projects. The total cost is given as £127 million, which was mainly taken up by capital development. Administrative development cost £50,000 plus staff time.

High impact areas Advances are projected in creating new resources, improving service delivery to customers, improving the organisation's flexibility and offering new/extended services to customers. The efficiency gains expected include a reduction in back-office administration.

Key impact statistics *(projected or achieved)* More than 300 products across 26 Projects have been migrated to local authority ownership.

Department or agency: **Office of the Deputy Prime Minister**
Name of innovation: **Local Area Agreements**

Local Area Agreements (LAAs) are agreements struck between government, the local authority and its major delivery partners in an area. They deliver national outcomes in a way that reflects agreed local priorities. They are part of the government's commitment to reduce the bureaucracy on local authorities and their partners by simplifying the arrangements for funding streams and devolving decision-making. They are structured around four blocks: children and young people; safer and stronger communities; healthier communities and older people; and economic development and growth.

Time scales The total time to market is thirty-six months. Some of the stages overlap as the last mainstreaming stage itself is expected to take two years until March 2007. The early part of the scheme contained shorter phases of a few months, except for testing and piloting.

Origins and development Triggers included a change in Ministerial priorities, Shared Priorities agreed with Local Government Association in 2002, the Devolving Decision Making Review 2003 and growing concern over multiple (up to seventy) funding streams for local areas specifically through the Comprehensive Spending Review 2004. LAA policy also shaped through a number of fora including the Innovation Forum (a think-tank for local authorities).

Formalised brainstorming was the key internal process, combined with away days. Also listed are regular review and looking actively for spin-offs. Externally, working closely with central government staff and cooperating with other government agencies was key. Working with interest associations is also listed.

Staff and budget Around 9 Office of the Deputy Prime Minister (ODPM) staff were involved to manage the day to day policy developments of pilot LAAs. ODPM state that it is hard to assess if there have been any unforeseen costs but administrative costs are likely to have been impacted by the pace of full implementation and the decision to integrate Local Public Service Agreements with LAAs.

High impact areas Gains are expected in reducing the cost of carrying out core business, improving service delivery and offering new/extended services to customers. These are partly due to the simplified funding arrangements and increased flexibility regarding local priorities.

Department or agency: **Office of Water Services**
Name of innovation: **Draft Business Plan model for Price Review 2004**

This innovation concerns the review of price limits for water and sewerage services in 2004 for 2005-10. The draft business plans were a key submission for the periodic review of price limits. Ofwat asked each company to develop a draft business plan setting out its preferred business strategy for 2005-10. And for comparison, reference plans drawn up on common assumptions provided by Ofwat.

The inclusion of reference plans in the draft business plan was used to inform a timely public debate on the scope and pace of the quality enhancement programmes. Assessments of the possible impacts that different programmes could have on each company and its customers were intended to inform the decisions the Government takes on the quality standards that companies would be required to deliver over the period 2005-10.

An independent Steering Group (led by John Baker) has reviewed the way in which Ofwat carried out its PR04 review of price limits for water and sewerage services in England and Wales. The Group found a high level of satisfaction with the way Ofwat carried out the 2004 price review, with even the more critical parties agreeing that the 2004 review represented a major improvement on what had gone before. Ofwat considers that the reference plans approach could deliver some of the recommendations of the independent review, such as high level scenarios placing the potential quality expenditure within the total capital and operating costs context.

Time scales The strategy was formulated internally in Ofwat in late 2001. In May 2002 Ofwat held a workshop for the water industry to set out its initial proposals. It consulted formally on its approach and framework in October 2002 and in March 2003 published its conclusions. In October 2003 Ofwat published a summary of the main issues and provided guidance to Ministers on the impact of the alternative programmes for improvements in drinking water and environmental quality.

In May 2002 Ofwat held a workshop for the water industry to set out its initial proposals for the draft business plan. It consulted on the methodology to adopt for draft business plans in October 2002 and in March 2003. Companies submitted the draft business plan to Ofwat in August 2003. In October 2003 Ofwat published a summary of the main issues and provided guidance to Ministers on the impact of the alternative programmes for improvements in drinking water and environmental quality.

Origins and development Triggers cited include working with peer organisations to join up delivery and implementing EU policies or directives. Senior managers, together with an individual member of staff are cited as the primary points of origin. Middle management and another public sector organisation are listed as secondary factors.

Regular internal review and formalised brainstorming are seen as the most important internal factors in the development of the innovation. Away days, training and staff development and a review of IT strategy are also noted. Working closely with Ministers and central government staff are seen as the most important external factors. Cooperating with other government agencies and working with interested parties is also important.

High impact areas The innovation led to advances in some notable areas such as improving Ofwat's flexibility and responsiveness, making more efficient use of resources and improving service delivery to end users. Moderate gains were also noted in reducing core costs, improving the organisation's evaluation and improving the work life of staff.

Department or agency: **Office of Water Services**
Name of innovation: **Aquarius 3 Financial Model**

The financial model is used by the Office of Water Services (Ofwat) to set price limits for regulated water and sewerage companies. Between the 1999 and 2004 reviews, Ofwat redeveloped the model. The aim was to strengthen its functionality, the user interface and to make it available to other external stakeholders notably the regulated companies, EA, Defra and WaterVoice.

The companies were required to submit Aquarius 3 datasets with their draft and final business plan submissions. This sharing of the financial model provided greater transparency of Ofwat's decisions. It also meant modelling calculations were standard for Ofwat and the companies.

Time scales The model was developed in conjunction with an independent consultancy over three years. On conclusion of the development it was independently assessed by an accounting firm to ensure it was fit for purpose.

Origins and development Ofwat initiated the development of Aquarius 3. The modelling functionality needed to be developed to allow greater flexibility, scenario modelling and sensitivity testing. Based on the lessons of PR99 and the principles of better regulation Ofwat made an early decision to make its model available to external stakeholders. This was particularly welcomed by the water companies. The aim was to have a consistency and transparency of data and calculations at all stages of the price review. The development phase included input from external software consultants and the companies. Ofwat involved companies in testing the model. This helped ensure companies were prepared to use Aquarius 3 and avoid the duplication and costs of developing their own models.

Staff and budget The project was managed by Ofwat using Prince 2. The capitalised cost of Aquarius 3 was £1.2 million. The project was managed to ensure a broad level of internal ownership. It was also important to gain external user confidence through involvement with testing, development meetings and an independent 'fit for purpose' assessment. Internal staff resources used on the model are estimated at £1 million over three years. By sharing the model companies have saved on developing their own models. This investment should be set in the context of an industry with £7.3 billion turnover and £16.8 billion five year investment plan.

High impact areas The main impact was making the price setting process more open, transparent and efficient. It meant the focus was on the big strategic issues, and Ofwat did not get embroiled in conflicts over data consistency or different models. The new model allowed for a more flexible approach, time saving and greater all round confidence in the output.

Department or agency: **One NorthEast**
Name of innovation: **Improving the Agency programme – Single Corporate Culture**

One NorthEast (ONE) is undergoing a period of change to ensure that it is a fit for purpose organisation, and with the aim of being the best economic regeneration agency in the UK. The Improving the Agency programme is both the means of change and the process by which changes are evaluated. Six initial workstreams have been identified for focus: Embedding our Vision and Values; Individual Performance Review; Business Process Review; Investors in Excellence; Customer Service; and Project Management.

Time scales It is projected that the whole programme will take eighteen months to twenty-four months to completed. Each workstream is well underway. Each will be delivered on a timetable and initial benefits are already being realised. A full post implementation review will be carried out 12 months after the final project implementation activities when both the tangible systems changes and behavioural changes will have been realised.

Origins and development During 2004/05 ONE reorganised its staff structure to support changes in responsibility given to them by Government and to develop a structure which was clearer to internal staff and external organisations. Following this restructuring there was a need to reinforce the changes with new processes and behavioural standards. The Improving the Agency programme was established to identify, develop and implement the change activities.

A small, dedicated team was established to co ordinate and drive the change process. Three surveys were taken; a staff survey, a stakeholder survey and an Investor in Excellence diagnostic activity. These three information sources were used to identify the six priority workstream activities. Full Directors support and sponsorship was obtained for these workstreams and cross ONE project teams were developed to identify, design and implement expected solutions, processes and behavioural changes.

Senior staff buy-in, cross cutting workstream activities, research through the survey activities and learning and staff development activities were seen as key to the success of the innovation. The workstreams impact on all staff, partner organisations and in some cases stakeholder organisations. Benefits have already been realised both from process changes and behavioural changes.

Staff and budget 420 staff within ONE, including twenty senior managers, are involved in the innovation. Outside ONE, seventy staff in partner organisations are involved, together with twenty staff contracted to the organisation. The total cost is estimated at £560,000, which is expected to be divided equally into the administration costs of development and implementation categories on the survey.

High impact areas Very high impacts are expected in nearly all areas. The Business Process Review workstream is designed to streamline and simplify the core business process.

Department or agency: **Ordnance Survey**
Name of innovation: **'OS Net™' – Global Positioning System infrastructure for Great Britain**

This innovation is a Global Positioning System (GPS) support infrastructure covering Great Britain – OS Net. GPS is the primary data collection tool for Ordnance Survey (OS) where 130 of the 320 specialist staff are equipped with high-grade GPS systems. OS Net generates and delivers GPS corrections to the surveyors which means that they can improve raw 10m GPS positions down to the 1-2cm level.

OS Net consists of a network of more than 90 GPS receivers across the country, linked via a dedicated communications backbone to a computations hub which generates and delivers derived GPS corrections to the end-user. The new system enables Ordnance Survey to create nationwide mapping with greater accuracy and more efficiently than was previously possible.

Time scales The programme is due to last around forty months in total. Currently, OS Net covers around 90 per cent of the area of Great Britain. A commercial service was launched in March 2006. There is a plan for full national in 2006.

Origins and development The main triggers are working with peer organisations and efficiency drives. The primary objective was to create an infrastructure that responded to both internal and cross-government positioning requirements. A secondary trigger is the private commercial sector and new solutions. The innovation originated with middle management and frontline staff. Private sector contractors were also involved.

Major internal processes were practical experimentation and formalised brainstorming. Major external processes were developing solutions with the private sector, and cooperating with departments and agencies. Ordnance Survey also mention conducting market research as a useful external process. Ordnance Survey has instigated an Innovation Wave process, which analyses cross-governmental barriers to innovation.

Staff and budget Around seven staff have been involved in this innovation. The total cost is £1.5 million. The majority of this total cost covers capital costs of implementation at £800,000. There have been no unforeseen costs.

High impact areas These are reducing costs, making more effective use of resources, and offering new or extended services. OS Net provides Ordnance Survey with a higher level of capacity in its field surveying activities. OS Net was available as a new type of product from March 2006, being provided through commercial partners. It will also represent a new national infrastructure and is already being piloted in a number of key legislative areas that require accurate positioning.

Key impact statistic *(projected or achieved)* It is anticipated that OS Net will lead to £1 million efficiency savings a year, with 50 per cent of these savings already achieved.

Department or agency: **Parole Board for England and Wales**
Name of innovation: **Preliminary case review prior to oral hearings**

The innovation is the "sift" process which was introduced by the Parole Board for England and Wales (PB) following the European Court of Human Rights judgment in the case of Stafford in May 2002. The judgment meant that a life sentence prisoner could not be detained in prison after their "tariff" had expired without the option of an oral hearing. Following this case, PB found that it could not meet its legal commitments without either an increase in funds or re-thinking the whole process leading to oral hearings. The cost of an oral hearing is more than three times that of a decision taken at a "paper panel" of the Board. The way the "sift" process works is that a case will first be considered by a single member of the Board who will give a preliminary decision. If the prisoner accepts that decision an oral hearing does not need to take place.

Time scales The programme is due to last month forty months. Presently only mandatory lifer cases are covered, but the sifting process will be rolled out to all parole hearings.

Origins and development The main trigger was the European Court of Human Rights judgement in 2002, and a response to difficulties in the PB's activities. Prior to the ECHR ruling, PB carried out around 300 oral hearings per year, but this increased following the ruling in 2004/05 to around 1,300. This led to significant extra administrative costs. The innovation originated at senior management level, in combination with an individual in the organisation, a judicial member of the PB 'who led a working group that masterminded the process'.

Internal processes involved formalised brainstorming and regular review. External processes focused on cooperation with the EU on implementation issues, and cooperating with other departments, particularly the Home Office. Making funds available was seen as a critical process.

Staff and budget Sixty-five employees within the PB were involved in this change, ten of them at senior management level. No unforeseen costs have been noted, and the initiative has saved money.

High impact areas Very high advances have been achieved in reducing the costs of the PB's core business and making more effective use of existing resources. As the process is extended, savings will increase. This is particularly important in view of the pressures on resources. More moderate gains have been achieved, or are anticipated, in other areas.

Key impact statistic *(projected or achieved)* The new process saved over £220,000 in the last financial year (2004/05).

Department or agency: **Patent Office**
Name of innovation: **ISO 9001:2000 certification on pre-grant patenting**

The Patent Office (PO) has used an internationally recognised standard ISO 9001:2000 to develop internal Quality Management systems for the pre-grant patenting process. It is the first patent body in the world to achieve this and it covers a wide ranging set of assurance standards on management and customer service performance. Achieving ISO 9001:2000 will improve the PO's standing and influence in the international patent policy environment and will help to create a common quality management framework.

Time scales This work lasted seventeen months, from the Patents Directorate Management Board's decision to investigate certification to achieving certification.

Origins and development The main triggers were implementation of EU policy directives and changes in the policy environment, and a move by the World Intellectual Property Organisation to globalise and standardise patent granting processes. A main objective is to achieve 'mutual exploitation', where one national patent body can build on the work of others in different countries. First origins for this innovation were senior management, with secondary sources cited as an EU/international body and a public sector body in another country. Other national patent offices had started the work towards ISO 9001:2000, but had not completed it as it was a complex process.

Looking for spin-offs and regular review were the major internal processes, with cross-cutting work also mentioned. The major external processes involved were cooperating with EU/international bodies, and proactively looking for spin-offs across the organisation.

Staff and budget Only 2.2 members of staff are involved in this large-scale innovation. The total cost is £38,000, all on administrative costs. The main unforeseen costs are staff being more inclined to report quality problems, leading to increased administrative costs.

High impact areas The major area of advance is an improvement in the way performance is evaluated by the organisation. Other positive gains are noted in making more effective use of existing resources, improving service delivery, improving flexibility and responsiveness, and offering new or extended services to end users.

Department or agency: **Pension Service**
Name of innovation: **State Pension Forecast e-service**

This innovation allows citizens to use the internet to access Department of Work and Pension and HM Revenue and Customs computer systems to get an online a state pension forecast in real time. Citizens can access this through the Pension Service (PS) website, and the Government Gateway, receiving predictions based on data from NIRS2, and calculations made by Department of Work and Pensions software.

Time scales The project took twenty-one months in total. The project was delivered on time.

Origins and development The main triggers for the innovation are cited as responding to new government initiatives and Ministerial priorities. This corresponds to the Informed Choice agenda, e-government strategy, joining up government aims, and various different initiatives from Ministerial level. Points of origin for this innovation are central government executive and Ministerial level. Senior management developed the project in conjunction with private sector organisations.

Key internal processes include making funds available and cross cutting work. Important external processes included working with central executive agencies and cooperating with other departments and agencies. The PS also list commissioning research from policy consultants and developing solutions with private sectors firms as important external factors.

Staff and budget Around thirty staff are involved in the innovation: ten within the PS (including one senior manager) plus about twenty staff in partner organisations and two staff contracted to the PS. The total cost is £18.2 million. This includes running and operating costs for five years. Some unforeseen costs included passing on costs to other areas of the organisation, and an increase in technical support.

High impact areas The e-service has achieved a high impact on improving service delivery to customers and has been a way of offering extended services to end users. The innovation has been nominated for the Government Computing BT awards and the e-Europe award for e-government.

Key impact statistic *(projected or achieved)* Up until the 31 March 2006, 120,000 have registered and over 130,000 forecasts have been delivered. A forecast calculation can now be delivered in 30-45 seconds rather than the 40 days wait using the paper-based post method. Although there has been no marketing use of the service it continues to exceed predictions.

Department or agency: **Pension Service**
Name of innovation: **Pensions Group Solutions Centre**

This is a specialised innovation centre set up in conjunction with the Affinity Consortium to develop and drive forward pension policy and administrative change. The new building for the Solutions Centre is the physical manifestation of the commitment to think about pension policy in an innovative way. It brings together staff from various areas so that they work together in small, multi-disciplined teams. It works on a wide range of issues, including policy formulation, operational process, product design, strategic business design, and web based solutions.

Time scales It took approximately nine months to develop and set up the Centre. This included identification of a suitable site, complete refurbishment, and recruitment of staff.

Origins and development The main triggers for this innovation were responding to government manifesto priorities and a change in the role of the organisation, specifically the creation of the Pension Service (PS) to drive through pension tax credit reform. It was also connected to efficiency drives within the organisation, and working with peer bodies. The main points of origin were senior management, particularly Alexis Cleveland and Phil Bartlett, the Pension Service Business Design Director. The PS worked in conjunction with the private sector Affinity Consortium.

The main internal processes were making funds available and ‘internal focus groups’, and virtual team structured discussion. The main external factors were cooperating with other agencies, and developing solutions with private firms.

Staff and budget There are around eighteen staff employed at the Centre, and the whole project has cost around £5.5 million. Administrative costs total £1.6 million per year. There have been no unforeseen costs

High impact areas The impact evaluation is relatively modest, with moderately high impacts achieved in improving service delivery and extending services. The Centre works to address issues such as maximising capacity and providing enhanced customer services.

Key impact statistic *(projected or achieved)* The PS state that the financial benefits realised from the projects which have used the Centre in its first year have already recouped the full amount of set up costs and running costs.

Department or agency: **The Pensions Regulator**
Name of innovation: **'Design for Delivery'- new Pension policy and the establishment of The Pensions Regulator**

The Pensions Regulator is a new body which replaced the Occupational Pensions Regulatory Authority (Opra). This innovation resulted from the development of policy and legislation by the Department for Work and Pensions (DWP) who worked closely with staff from Opra. This work culminated in the Pensions Act 2004 and the establishment of the Pensions Regulator. An interactive process between DWP and Opra meant that the legislation was designed with the benefit of practical experience.

Timescales The total time from developing the legislation to the regulator opening its doors for business was approximately fourteen months. The timescale was constrained by both political imperatives and the legislative timescale.

Origins and development The primary trigger for the innovation was a change in Ministerial priorities following the Quinquennial Review of Opra, a National Audit Office review, and the publication of the Pickering Report which led the calls for a 'New Kind of Regulator'. All of these suggested that the most serious problems facing pension schemes now centred around funding rather than theft and maladministration.

Following extensive consultation, a formal DWP project was developed to take forward the work, to which Opra staff were seconded. This ensured that a vital mix of skills and experience was present in all aspects of the work. The project additionally involved working closely with key external stakeholders including Ministers, other central government departments and the pensions industry. The private sector was also involved in the development of the regulator.

The blueprint on which the Pensions Regulator was founded has at its heart a risk-based, flexible and proportionate approach to protecting members' benefits and driving up standards of governance and administration. It also encompasses four key organisational values: being professional, working in partnership, providing excellent customer service and achieving worthwhile results.

Staff and budget About twenty staff were engaged in this project, including two senior managers. Around four Opra staff were also contracted to the project full-time, with many others engaged as required throughout the process.

High impact areas A great deal has already been achieved in improving the organisation's responsiveness, risk-focused approach and flexibility, in support of the principles of the Better Regulation Task Force.

Department or agency: **Remploy Limited**
Name of innovation: **Establishing a White Goods resale division**

Remploy Ltd employs 5,700 disabled people in 83 factories and its managed services division. This innovation involves the creation of a White Goods Division, reclaiming old equipment from suppliers at the point of delivery of new equipment to consumers. This gives disabled members of staff and those with learning difficulties a new set of challenges to understand and meet, as well as offering them the opportunity to progress to roles within the team which demanded greater technical skill. Remploy organises for old equipment to be tested, repaired and resold.

Time scales The total time to market was about two years. The major challenges have been finding lucrative re-sale markets and channels for this work to run through. Remploy scanned opportunities for resale through second hand electrical dealers and factory showrooms but this was not possible. Remploy therefore approached two large charities, Oxfam and the British Heart Foundation, arranging for repaired machines to be sold from their shop premises.

Origins and development The main trigger for this innovation came from an EU Directive taking full effect in 2006, requiring all member countries to maximise the re-use and recycling of all Waste Electrical and Electronic Equipment. Remploy cite this together with private sector solutions. Also, listed as a trigger is a response to crisis or difficulty. An EU body was the primary origin for the innovation, together with a private sector partner. Senior management and a third party organisation were secondary points of origin.

Practical experimentation and regular internal review were the most important internal factors. Cross-cutting work and looking for spin-offs were also key. External drivers for the innovation were developing solutions with private sector firms combined with working with interest associations. Cooperation with other departments and agencies and commissioned research is also mentioned.

Staff and budget Around 100 staff are involved in total in this innovation, most of them coming from Remploy itself. The total outlay has been around £300,000, more than half of which are administrative costs. The survey suggests that savings are made on the environmental and financial costs of landfill. Unforeseen costs are an increase in the costs of providing technical support and of providing end user support.

High impact areas These have been achieved, or are anticipated, across all areas including improving service delivery, reducing core costs and improving the work life of staff.

Department or agency: **Student Loans Company**
Name of innovation: **Web-based student finance system**

The Student Loans Company's (SLC) innovation is an e-government project that establishes a centralised and integrated student finance system for electronic administration of loans, grants, and fee payments. The new system is available to all local education authorities (LEAs), replacing the 163 previously separate systems. It provides a central point for acquiring and storing data, and an automated method to assess eligibility for student support. Students can contact a call centre, which uses an automated system and advisers, to get information and updates on their individual accounts. The Student Finance Direct, Student Finance Wales and Student Finance ni websites also provide online services for students which allows them to apply for finance, update their personal details, track their application, change their login passwords and submit secure messages online.

The system involves 900,000 applications for financial support each year, with a total of £2.8 billion paid to students and universities.

Time scales The whole programme lasted twenty-eight months. There was a twelve-month consultation period, and the system was piloted in selected LEAs. The first non-pilot implementation took place seven months later. Staged roll out process was used, with twenty to thirty LEAs switching every three weeks during this period.

Origins and development This project was triggered by new priorities in a government manifesto (primarily the e-government agenda), and working with peer organisations to join up delivery. There was also influence from the planned Higher Education Bill, specifically the need for greater flexibility and adaptability in service delivery (such as, fewer complicated data transfers between partner organisations). Reported origins of this innovation therefore follow a top down pattern, with the primary point at central executive level, secondary point at Ministerial level, and the third point at senior management level.

Internal processes involve making funds available, formalised brainstorming and using websites for posting and discussion of new ideas. Away days are also mentioned. The main external processes were working closely with Cabinet Office and HM Treasury, LEAs and central government staff. Developing solutions with private sector firms and conducting market research are also mentioned. SLC cite risk of public failure and audit as a barrier to innovation.

Staff and budget Around 350 staff work in SLC on this programme, with 1,700 staff in partner organisations. The entire programme has cost £25 million. Unforeseen costs largely resulted from increases in technical and customer support, and increases in demand for services, leading to dissipation of potential savings.

High impact areas These have been achieved, or are anticipated, in a number of areas including offering extended services to customers, creating new resources, improving service delivery and improving the organisation's responsiveness and flexibility. The new system should now be flexible enough to deal with the introduction of the variable tuition fees.

Department or agency: **Teacher Training Agency (now Training and Development Agency for Schools)**
Name of innovation: **Graduate Teacher Programme**

Until September 2005, when its remit was expanded, the Teacher Training Agency's (TTA) main responsibility was to ensure that a sufficient number of high quality teachers were entering initial teacher training. There is a number of routes that trainees can take to reach qualified teacher status (QTS). Most pursue a one-year postgraduate certificate of education (PGCE). This takes place at universities and higher education institutions and comprises theoretical instruction and practical school placements.

An alternative and increasingly popular route is the graduate teacher programme (GTP). This allows trainees to be employed as unqualified teachers, whilst at the same time learning the necessary skills required to meet the QTS standards. In 2001, to address quality issues with the programme, a decision was made to reform the GTP and devolve places over time to designated recommending bodies (DRBs), which were created to provide the training. By September 2004 the scheme was fully devolved to DRBs, whose quality control and monitoring of trainees' experiences could be inspected.

Time scales The timescale for the innovation was relatively short, with the core reforms completed within a year. In 2001 a specially convened working party met three times a week in a six to seven week period to agree on nature of reforms. TTA estimated that the roll-out took around five months.

Origins and development The primary trigger for the innovation was to respond to the criticism that the GTP was of low quality and effectively to manage the increasing demand for training places. The reform originated with middle management TTA staff in conjunction with other public sector bodies.

Important internal drivers cited are regular reviews and formalised brainstorming. The key external processes are cited as working closely with Ministers and cooperating with other departments and agencies. Conducting market research or focus groups with end-users is also listed. The first two of these external factors are seen as crucial to this innovation.

Staff and budget About fifteen people were involved in the innovation, two senior TTA managers, seven other TTA staff, plus one person in a partner organisation and about five people seconded to the TTA. The main unforeseen cost was an increase in the costs of providing technical support.

High impact areas Improved service delivery to customers. Training providers now feel more responsible for the programme. The number of complaints reduced. Costs initially reduced because the TTA no longer needed the services of an external contractor to manage the GTP. As a result of the innovation, by October 2005 the fifteen TTA staff was reduced to three. The reform has also meant there are new levels of certainty and predictability, and higher levels of quality assurance.

Department or agency: **UK Atomic Energy Authority**
Name of innovation: **Surveys of Foil Holes within Pile 1**

Founded in 1954, the UK Atomic Energy Authority, UKAEA, initially pioneered the development of civil nuclear energy in the UK. Since the early 1990s, it has focused on restoring the environment of nuclear sites and leading research into fusion power. It has to ensure the safety of materials within its facilities, including the safeguarding of uranium. The purpose of this project was to determine the condition of regions within particular areas of Windscale nuclear station (Pile 1) which it had not been possible to survey visually to date. Pile 1 was closed in 1957 following a fire. The innovation is the development of long focal length photography technology meaning that a survey can be made of potentially hazardous areas, leading to decisions about whether to pursue further activity in these areas.

Time scales The innovation took twelve months in total. All the stages ran sequentially without evident overlap. Each stage lasted between one and three months.

Origins and development The trigger cited is the innovation being developed by 'highly committed and technically excellent individuals responding to a management requirement'. Time and space were needed to develop the idea into a workable solution. The innovation originated from creative members of staff exploring ideas.

Important internal factors were brainstorming sessions and practical experimentation, though the biggest factor was having 'motivated, determined and enthusiastic staff working in a focused manner'. Externally, the most important factor was the need for UKAEA to develop safe methods to achieve tasks because of the highly regulated nature of the industry.

Staff and budget Five staff were involved in the innovation in total (one senior manager plus one other within UKAEA, two in partner organisations and one contracted staff member). Total costs were about £300,000, of which £150,000 on capital costs of development, £70,000 on administrative implementation and £65,000 on capital implementation (£15,000 on administrative development). The main unforeseen cost was an increase in demand for services, dissipating potential savings combined with an increase in the costs of providing technical support.

High impact areas Very high advances have been achieved in reducing the costs of the core business, improving the way in which services are delivered and offering new/extended services to customers or end users. As the surveys were non-intrusive, no radioactive waste was generated, and the radioactive dose to people was minimal. The non-intrusive methods were relatively quick and provided similar information to that of an intrusive survey but at much less expense.

Department or agency: **UK Atomic Energy Authority**
Title of innovation: **Reactivity of Pile 1 project**

Pile 1 is an area of the Windscale nuclear station which was affected by a fire in 1957. This innovation aimed to determine the reactivity of Pile 1 and show that a 'criticality' cannot happen under accident conditions. This was achieved using experimental data, using a novel measurement technique, which was then analysed using a complex theoretical model. Using the data collected, it may be possible for the UK Atomic Energy Authority (UKAEA) to decommission Pile 1 using simple, tried and tested technology, rather than having to develop expensive novel techniques and practices.

Time scales The project took thirty-six months in total, with twelve months each on testing/ piloting and evaluation of testing/ piloting. The work was the culmination of several strands of work which initially seemed to be un-related.

Origins and development The main trigger was a 'small team of technically competent, experienced people being focused on a difficult task'. They were given the support and help required. An individual member of staff, combined with middle management, is credited as the origin of the innovation.

Important internal factors were practical experimentation combined with the necessary funds being available. Externally, the regulated nature of the industry means that 'cost effective and robust solutions' need to be found for difficult issues.

Staff and budget Five staff in total (one senior manager plus one other at UKAEA, two in partner organisations and one contracted to UKAEA) worked on the project. Total costs were about £680,000, the bulk of which were capital (development £150,000 and implementation £400,000). The main unforeseen cost has been an increase in demand for services, dissipating potential savings.

High impact areas UKAEA anticipate a very high impact in reducing the core cost of the business relating to the decommissioning of Pile 1. This saving could then be transferred to other areas. A relatively high impact has already been achieved in making more effective use of existing resources.

Department or agency: **UK Sport**
Name of innovation: **'Blackberry' device for mobile employees**

This innovation is the introduction of 'Blackberry' hand-held telephone and online access devices for mobile and outreach employees to stay in contact with UK Sport. The Blackberry device enabled UK Sport to reduce the number of technologies and devices supporting remote employees, yet enabling them to have the same level of interaction with the UK Sport offices.

Time scales The total time to market was three months. As an initial trial, Blackberrys were given to ICT staff who could monitor the technology first-hand to be alert to any problems. The trial was then broadened to include Directors. As the technology proved successful the Blackberry units were rolled out to additional staff.

Origins and development The primary trigger was UK Sport ICT department keeping abreast of all present and upcoming technology by monitoring the private sectors new solutions and availability of such new technology. The Blackberry units highlighted a benefit to UK Sport of lowering the number of technologies and devices issued to mobile staff.

Key internal processes were practical experimentation and making funds available. Key external processes were conducting market research with end users and developing solutions with private sector firms. The main barriers to this innovation were reluctance in the organisation to embrace new ways of working and reluctance to experiment with different solutions.

Staff and budget Around thirteen staff at UK Sport were involved in the innovation (including three senior managers), plus about two staff in partner organisations. The total cost was £26,450, including £12,500 costs of the devices and £13,950 for software licences. The main unforeseen cost was an increase in the costs of technical support, combined with an increase in the demand for services, dissipating savings.

High impact areas In addition to the technological benefits to mobile workers, UK Sport have found it to be of assistance in building their business continuity plan and have furthered the roll out to staff that are required to be contactable while away from Head Office.

Department or agency: **UK Transplant**
Name of innovation: **Organ and cornea donation programme from frontline NHS**

This innovation is a programme to commission organ and cornea donation from frontline NHS operations. UK Transplant (UKT) is responsible for matching donated organs with patients. The donation programme was targeted to increase donation from the NHS directly, supplementing the encouragement of citizens to declare their intentions to be organ donators. It lasted between three and four years, and was established in response to Department of Health requirements that improvements be made 'as quickly as possible'.

Time scales The total time to market for the programme was three and a half years. The stages ran sequentially, with no testing or piloting as the Department of Health wanted a full programme rolled out as quickly as possible. The first implementation took twelve months with the subsequent mainstreaming taking a further twenty-four months.

Origins and development The major trigger for this programme was responding to new priorities in government manifestos. Secondary triggers were changes in the role of the organisation, and working with peer organisations to join-up delivery. The primary point of origin was at Ministerial level. Third party organisations were also an important point of origin.

The main internal driver for this innovation was making funds available, to the NHS. UKT also cite practical experimentation and looking for spin-offs as key mechanisms. Working with interest associations was the key external driver. Other key processes were working closely with Ministers, together with working closely with central government staff. Commissioning research from academic institutions is also listed.

Staff and budget Around twelve senior management employees worked on this programme, in addition to around 200 other staff in partner organisations. The total costs were £4 million, £3 million of which were spent in the frontline NHS services. Capital costs of implementation were £0.5 million. There were no unforeseen costs.

High impact areas UKT have achieved considerable reductions in the NHS's core costs through creating new resources, improving the way in which performance is evaluated, and improving the organisation's responsiveness and flexibility. UKT now have systematic performance management and a comprehensive statistical audit of initiatives.

Key impact statistic *(projected or achieved)* UKT have increased the number of transplants and achieved cost-savings returns for the NHS by a factor of 10.

Department or agency: **Ufi**
Name of innovation: **Establishment and development of learndirect**

Ufi (previously known as the 'University for Industry') was set up in 1999 to provide core skills courses to adult learners across the country, and general advice about further and higher education options in the UK. They do this through the service, learndirect, which operates a network of 2,000 online learning centres providing a range of e-learning opportunities. There are more than 500 courses available covering a range of subjects, with more than three-quarters of the courses accessible online. Courses are flexible, with support provided online or at centres. Learners can take a course at their own pace and do not have to attend classes.

Time scales The total time to market for the initial start-up of learndirect was twenty-four months. Each stage took six months, except for the first implementation which was twelve months. Major change programmes, in response to ongoing evaluation, have been undertaken every eighteen to twenty-four months.

Origins and development The primary trigger for learndirect was a response to new priorities set out in a government manifesto. Availability of new technology was a secondary trigger. Since start-up, changes have been triggered from White Papers and the need for better value for money. Central government was the main point of origin for learndirect, with senior Ufi managers a secondary origin. Department for Education and Skills officials were also key.

The key internal process was a formal analytical approach to strategy and planning conducted by the management team in consultation with staff and stakeholders. Practical experimentation was also key and formalised brainstorming is also mentioned. The key external process was working closely with central government executive staff. Developing solutions with private sector firms was also important. Commissioning research from independent policy consultants in combination with conducting market research with end users was additionally mentioned.

Staff and budget 320 staff in Ufi were involved in the establishment of learndirect, plus about 5,000 staff in partner organisations and twenty staff contracted to Ufi. Ufi have so far spent £940 million on learndirect in the six years since its launch.

High impact areas Very high advances have been achieved in reducing the core costs of business, improving service delivery and offering new services to customers.

Key impact statistic *(projected or achieved)* Since 2000, 1.7 million learners have enrolled on almost 4 million courses. Since start-up, overheads have been reduced by 30 per cent. Quality and value for money are now above average for the sector.

Department or agency: **Valuation Office Agency**
Name of innovation: **Summary valuations for businesses**

This innovation introduces a summary valuation for business ratepayers, which provides greater openness to ratepayers by providing them with a breakdown of how their new valuation has been arrived at. The summary valuations were issued in October 2004, giving ratepayers six months to contact the Valuation Office Agency (VOA) with any queries before the valuations came into effect on 01 April 2005. As such, more rateable values were 'right first time' leading to fewer appeals.

Time scales The total time to market for the revaluation project as a whole (of which summary valuations formed a part) was forty-eight months. It would appear that piloting, evaluation and mainstreaming took around two years.

Origins and development The main reason for this innovation was a new priority set out in a government manifesto, together with a change in Ministerial priorities. An external review of the VOA in 2000, followed by a Green Paper were the identified sources. As such, the main origin was Ministers and central government more generally. Senior and middle management were also important, and the VOA also cite ratepayers themselves as a point of origin.

The most important internal process was formalised brainstorming together with away days. Also important was making funds available. Externally, working closely with central government and cooperating with other government agencies was important. Working with interest associations is also cited.

Staff and budget About 100 staff were involved, all from VOA, including one senior manager. The total cost is given as £5.5 million, with £3.5 million spent on administrative implementation, the rest is spread fairly evenly between administrative development and capital development and implementation. There were no unforeseen costs.

High impact areas Very high advances have been achieved in the way services are delivered, offering new or extended services and improving VOA's responsiveness and flexibility. The innovation should reduce the number of appeals, and the increased transparency of the summaries should mean a better service for customers. Helpdesks have been set up to handle enquiries from ratepayers about the new summaries. Other impact areas are, or will be, more moderate.

Department or agency: **Vehicle Certification Agency**
Name of innovation: **Utilisation of computer simulation for smarter regulation**

The Vehicle Certification Agency's (VCA) approval of vehicles is based on witnessed testing on physical properties. This principal has been in place for many years., The automotive industry has been using computer simulations and virtual engineering to reduce costs and time to market, and to improve resilience for over 20 years, and the process has improved to such an extent that the use of physical properties has dramatically reduced. The industry has recently requested that VCA review the Type Approval process to reflect this current state. . VCA and Transport Technology and Standards Division (TTS) has initiated a project for the Department for Transport (DfT) to assess ifthe use of predictive modelling could support Type Approval, and improve the evaluation process for vehicles.

Time scales It is projected that this innovation will take minimum of thirty-six months to bring to market. EU legislation will need to be amended as it is currently based around physical testing.

Origins and development The primary trigger for the innovation was availability of new technology solutions combined with efficiency drives within the VCA plus the automotive industry's maturity in virtual engineering, and the drive to reduce time and increase quality and competitiveness.. The concept was picked up by the high-level CARS21 Group (Competitive Automotive Regulatory System for the 21st century) and as a result will be taken forward in the draft recast framework Directive, the Directive that sets the rules for vehicle type approval.

A key internal process in the development of this innovation has been the involvement with industry experts and key partners. Externally, the most important process has been cooperating with EU bodies and working closely with central government executive staff. A joint VCA/DfT project to develop policy is underway and the output will be used to influence developments in the EC.

Staff and budget About eight staff are involved in the innovation, comprising one senior manager and four other VCA staff, plus around three staff in partner organisations. The total costs for the innovation are estimated to be about £1 million, of which £700,000 is implementation costs. There are no unforeseen costs identified so far.

High impact areas High impact gains are projected in creating new resources, improving service delivery to customers and offering extended services. The innovation is expected to reduce facility hire costs and the costs of physical properties. Other impacts are expected to be more moderate in nature. VCA aims to be a leader in this field, thereby increasing the client base as a result of the innovation.

Department or agency: **Vehicle and Operator Services Agency**
Name of innovation: **E-service for commercial vehicles**

The commercial vehicle operator industry comprises some 110,000 businesses and 450,000 vehicles. The e-service for commercial vehicles allows licence holders to transact a major part of their licensing business with government on a self-service basis, with real-time access to, and ability to amend, their own data at any time. The new service has also transformed the way enforcement partners check data and detect offenders, and how objectors and local residents can check and view details of applications for licences.

Time scales The innovation took a total of forty-eight months to complete. This relatively long time span is explained by the need to replace an outdated 1980s mainframe system, replace all the old infrastructure, build a new business system, develop Internet and Intranet sites and content, integrate the system with an Oracle finance system, and then test and release self service components, and carry out capacity testing before upgrading the infrastructure to ensure it could cope with expected demand.

Origins and development The primary trigger for the innovation was availability of new technology solutions combined with efficiency drivers. Responding to new government priorities and a response to a crisis or difficulty within the Vehicle and Operator Services Agency (VOSA) are listed as secondary triggers. Working with peer organisations to join up delivery is also mentioned. A private sector contractor, together with senior managers, was the main origin cited for the innovation. Secondary origins were frontline staff and the private sector contractor, with Ministers also listed as an origin.

The key internal processes for development were making funds available combined with cross-cutting work. Away days or group events are also listed. Developing solutions with private sector firms and working with interest associations are seen as the key external factors. Working closely with central government staff is also seen as key, and conducting market research was also useful.

Staff and budget About two per cent of senior management time was spent on the innovation, plus two other staff within VOSA working on it. Four outside staff were contracted to VOSA. The total cost, including new infrastructure, is given as £9.5 million, of which at least £2 million were administrative costs.

High impact areas Very high impacts have been achieved in all areas, with the exception of improving the work life of the staff, where the impact has been less. Customers are undertaking transactions themselves, producing a staff saving of 40 posts.

Key impact statistic (projected or achieved) Over 50 per cent of all vehicle transactions are now done online, exceeding the first year target of 25 per cent.

Department or agency: **Veterinary Laboratories Agency**
Name of innovation: **Document management suite for standard operating procedures**

This innovation is an electronic document management and editing system, accessible across the 18 Veterinary Laboratories Agency (VLA) associated laboratories (employing 1,400 staff). The system allows 1,200 standard operating procedure documents to be shared, edited, and authored across the VLA community via a central interface. The management suite is being used to streamline the authoring and maintenance of standard operating procedures (SOPs) so that editorial responsibilities are devolved to scientific leaders who understand their work.

Time scales This innovation took around twelve months to complete, from first ideas to roll out.

Origins and development This innovation was triggered by the availability of new technology solutions and an efficiency drive within the VLA. Private sector intervention was also important. The primary origin for the innovation was middle management working together with an individual member of staff. VLA appointed a new IT Director in November 2002, who came from the Department of Environment, Food and Rural Affairs with experience of electronic document management systems tools.

VLA cite making funds available as the most important internal factor. Practical experimentation was also important. VLA also mention an IT Steering Committee looking for innovative ways to use IT and the commitment of 'champions' from relevant business areas as important factors. The key external processes were conducting market research with end users and developing solutions with private sector firms.

Staff and budget There are three FTE staff working on this system, plus 5 per cent of senior management time. The software was purchased with spare funds at the end of the financial year. VLA estimates that it cost £145,000, the majority spent on hardware and software licences.

High impact areas The main impact areas are improving flexibility, improving the work life of the staff, and offering new or extended services. One member of staff dealing with paper dissemination of SOPs was redeployed. Senior management champions are cited as important to break down barriers emerging from reluctance to embrace new ways of working and difficulties in freeing up resources.

Department or agency: **Yorkshire Forward**
Name of innovation: **Approach to Renaissance of Place**

This innovation is an approach aimed at creating inclusive economic development solutions to the needs of 'place'/towns using a toolkit of architecture, urban design, community civic leadership, socio economic assessments, partnership development and so on. This programme brings together twelve of Yorkshire Forward's (YF) urban programmes covering nineteen towns and twenty-two market towns so far. It therefore encompasses existing partnerships in a wider strategic programme which can tackle similar challenges across different towns. The focus of this innovation is on Renaissance Urban and Rural Towns.

Time scales Mainstreaming is ongoing, and the length of stages appears fluid, so that the overall time given is twelve to thirty-six months to develop visions and masterplans / strategic development frameworks and embed them into local development frameworks. (Implementation requires a ten-fifteen year timeframe).This implies that the approach is fitted to different places and adapted accordingly. The programme is a continuing process with roll-out and mainstreaming continuing.

Origins and development Responding to the government's Urban and Rural White Papers and changes in Ministerial priorities are seen as the primary triggers. YF's own new approach to urban and rural renaissance of place, together with a change in YF's function was also important. Working with peer organisations is also cited. The sole origin for the innovation is listed as senior management.

Making funds available and leadership/ freedom to try new ideas were key internal factors. Personal creativity is discussed together with opportunities for sharing and developing ideas. A key external process was cooperating with other government agencies together with developing solutions with private sector firms. Commissioning research together with people on the ground, local communities and other areas' experience are also important. Lastly, working with interest associations and pressure groups is cited.

Staff and budget Around 100 staff in total, about thirty in YF (three at senior level) with approximately seventy in partner organisations. Total costs are estimated at £2.35 million, with £1 million on administrative development, £1 million on administrative implementation. , Additionally, multi million pound capital investments over an initial five year period from Yorkshire Forward's single pot across all the renaissance towns support delivery of the programme

High impact areas Particularly high advances have been achieved in terms of improving YF's responsiveness and offering new services to end users. Other high impacts achieved are improving service delivery and making more of existing resources.