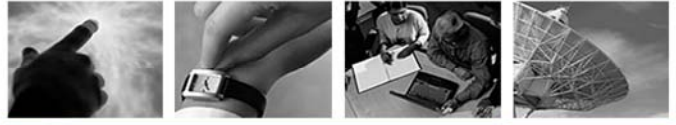




If you don't know where you're going  
any road will take you there...



## Our Services

**Echopark Ltd**  
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## Company Profile

We are a client focused, London-based management consultancy working for both Departments and NDPBs in the UK Public Sector as well as some of the most prestigious and well known of the FTSE 100 organisations.

Originally established in 1999 as a niche consultancy, and then growing through amalgamation in 2002, we have a proven track record of successful business change through developing innovative business strategies, improving operational processes and delivering more effective, leading edge information systems for our clients.

We provide experienced, hands-on consultants who understand the markets and commercial issues as well as policy and political considerations, and can deliver change from within an organisation.

## Why Echopark?

**"If you don't know where you are going, any road will take you there..."** We understand the nature of Change, and what and how Change can deliver value. We never deliver Change, for the sake of Change.

**Our Business Model** - With a core team of directors dedicated to developing and maintaining a close working relationship with our clients, Echopark also employs an Associate Model for our consultant base. All our people have at least 7 years relevant experience so they can understand the business problems and issues faced by our clients. They each have an extensive track record of successful delivery encompassing technology, business process and change management. They possess the ability to initiate and lead business change.

The Associate Model, however, not only means that we provide seasoned professionals relevant for the job in hand, but it also means that our overhead costs for our consultants are kept at a minimum. These efficiency gains are then passed on to our clients by being able to offer our consultants at a more economic rate than other high quality management consultancies.

Our style is to develop mutual trust and commitment with our client through collaboratively understanding the need, nature and objective of the change.

We demonstrate value through working with our clients to develop the appropriate scope and structure of our involvement, and by providing vital skills and experience at key influence points, rather than selling in large numbers of junior resources.

### Our service offering includes:

- **Business Change and Transformation**
- **Project and Programme Management**
- **Interim Management**
- **Coaching, support and Training**

## Services

Through a reputation of building close working relationships and quality delivery, Echopark is recognised by our clients as a management consultancy whose mission is to deliver tangible business benefits and realise identified strategic objectives. We achieve this through the application of expert, practical knowledge of Business and Strategic Change and Delivery and IT Implementation.

## Our Services

### Business Change and Transformation

Echopark Consulting address the whole business change, not just the individual components. Business change is complex because of the interdependencies between the business environment, the organisation, its people and supporting technologies; any change in one aspect will affect one or more of the others. Business transformation is the process of translating a high level vision for the business into new services. It involves developing a 'blueprint', translating it into programmes of business change and implementation of new services.

Our experience, supported by the best practice guidance of organisations such as OGC (Office of Government Commerce), suggests cultural change is the most important consideration. For example, according to best practice guidance, about 80% of the effort and resources required for successful IT-related change are – or should be – deployed on the 'soft' aspects of business change, such as changing behaviours, process reengineering and providing training at the right time; only 20% is required for the IT.

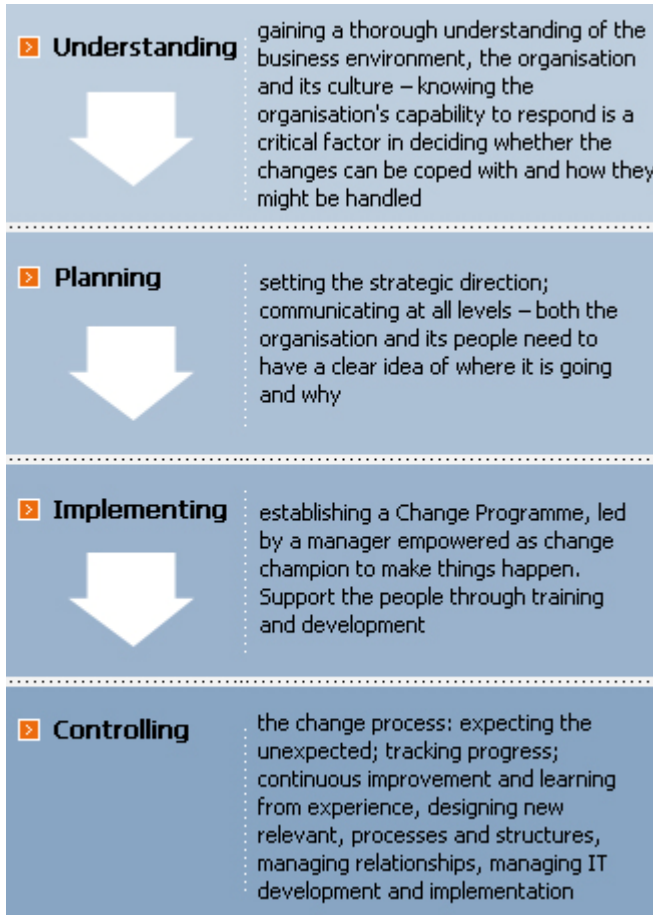
**Our Approach** - Our experience has shown that following factors are essential for successful change:

- **Focus on the whole business change, not just individual components such as the IT aspects or HR**
- **Good leadership and clear responsibility for business change**
- **Adequate resourcing for the 'soft' aspects of change**
- **Excellence in project and programme management skills**
- **Robust risk management, taking a business-wide view rather than the immediate view of the project**
- **Effective measurement and management of benefits**
- **Effective communication and interaction with providers, including a good understanding of the implications of provider plans for implementation**
- **Learning from experience and sharing the lessons learned.**



If you don't know where you're going  
any road will take you there...

Our methodology in managing change is shown in the diagram below:



To read examples of how we have helped our clients with **Business Change and Transformation**, take a look at the **CASE STUDY** section of this booklet and see how we helped:

- Caixa Geral de Depósitos (CGD) Bank and
- The Driver and Vehicle Licencing Agency (DVLA)



## Our Services

### Project and Programme Management (PPM)

A **project** is a unique set of co-ordinated activities, with definite starting and finishing points, undertaken by an individual or team to meet specific objectives within defined time, cost and performance parameters as specified in the business case.

The Echopark Project Management approach, based on Prince 2, is much more than a set of rigid processes and tasks carried out by a project manager. Our approach to project management is defined by a combination of the roles and responsibilities of individuals assigned to the project, the organisational structure that sets out clear reporting arrangements and the set of processes to deliver the required outcome. It ensures that everyone involved knows what is expected of them and helps to keep cost, time and risk under control.

**Programmes** are different from projects in that it is their outcomes that matter, not their outputs. Programmes are initiated to realise benefits through change, whether to do things differently, to do different things, or to do things that will influence others to change. At Echopark, we make a distinction between Outcomes and Benefits.

Using MSP (OGC Managing Successful programmes) as our methodology, our consultants will define a programme through a combination of the following information:

- Vision Statement
- Blueprint
- Business Case
- Organisation
- Project Portfolio
- Benefit Profiles
- Stakeholder Map

The Programme Manager is responsible for delivery of the new capability from the Project Portfolio and maintaining the overall coherence and integrity of the programme. The Programme Manager is also responsible for the effective co-ordination of the projects and their interdependencies, and any risks and other issues that may arise.

Our programme managers pay particular attention to ensuring that Business Case Management, Benefits Management, Stakeholder Management, Risk and Issue Resolution, Programme Planning and Control and Quality Management are all applied with practitioner expertise, to ensure effective delivery.

This helps mitigate any adverse impact on the programme of changes to the timing, cost, quality, or scope of any one project.

To read examples of how we have helped our clients with **PPM**, take a look at the **CASE STUDY** section of this booklet and see how we helped:

- Nokia and
- NCALT / The Metropolitan Police

## Products

In order to provide an integrated and holistic service to our clients, Echopark has teamed up with Mosaïque Group and have developed a set of PPM tools to help facilitate effective project and programme management.



Rather than designing and building tools that are all singing and all dancing, they have been designed in conjunction with actual business users to ensure simplicity, appropriate functionality and incorporate PPM best practice in how they work.

## aspyre™

Aspyre enables organisations to capture their mission, vision, strategy and objectives and link in the programmes and projects that will help to achieve them – the fundamentals of Portfolio Management. It aligns with the proven Managing Successful Programmes (MSP) methodology and guides organisations through the programme lifecycle.

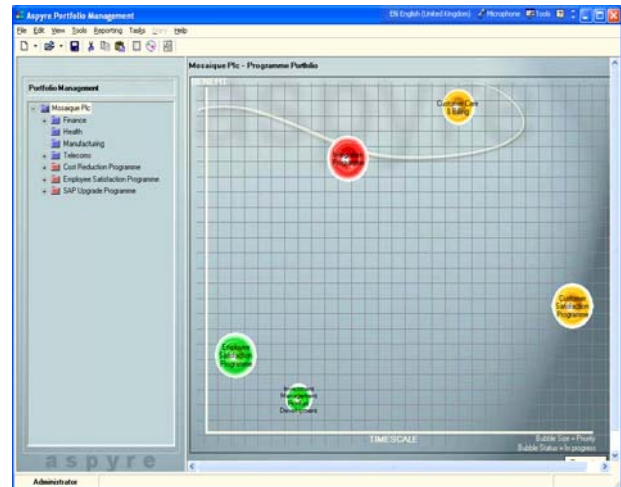
A graphical red, amber and green display provides a clear picture of how each programme and project is progressing, highlighting which ones require urgent attention.

Rather than maintaining individual project plans, documents and spreadsheets, Aspyre enables you to keep information such as risks, issues, benefits, stakeholders and documents in a central repository.



### The key benefits of **aspyre™** are:

- A simple but effective user interface – Red, Amber and Green icons to tell you how your project or programme is doing
- Simple drill down functionality
- Minimal training required
- Has best practice guidance and methodology built in – so it actually helps manage projects and programmes better
- Makes it clear what stage the programme or project has reached
- Customisable process steps to suit your own PPM methodology
- Risk Management, Benefits Management, Stakeholder Management, Planning, Budget management and Profiling
- Easy and fast Reporting, including Highlight and RAG reports, to help with operational and strategic decision making with early warning indicators to highlight potential problems in early in the life cycle
- Enables you to create your organisation structure and link programmes, projects and initiatives to the appropriate level
- Provides a helicopter view of what is happening within your organisation and enables you drill down into problem areas
- Stores relevant documents in a central repository which is invaluable if people leave the organisation
- Automatically generated task lists clearly show what needs to be done. Click on a task and Aspyre will take you to the relevant screen
- OGC Gateway Review functionality
- Simplifies handover of work between people
- 'Lessons Learned' can be captured helping you to ensure that the same mistakes aren't made in the future



### User Friendly

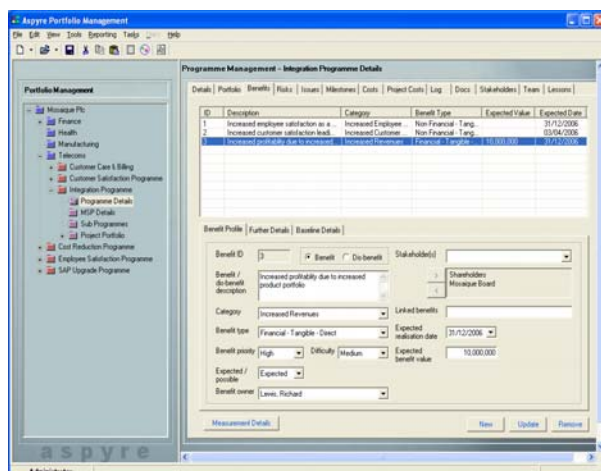
- Designed in conjunction with business professionals to be user friendly
- Intuitive and structured process flow
- Minimal amount of training required

### Key Features

- Aligns with the Managing Successful Programmes (MSP) methodology if required
- Strategy & Objectives
- Benefits Management
- Risk & Issue Management
- Stakeholder Management
- Roles and Responsibilities
- Lessons Learned
- Status Reporting

### Technical Details

- Developed in Microsoft VB.Net
- Scalable solution (MS Access, SQL Server, Oracle)
- Minimum system requirements Microsoft Windows 2000/XP/NT, 128Mb RAM



**bettertogether**

For more information or to view a demo, please contact:

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[info@mosaiguegroup.com](mailto:info@mosaiguegroup.com)



## Our Services

### Interim Management

Our core team of directors and senior associates have, combined, over 40 years' practitioner expertise in a range of industries within the private sector and UK public sector. With this level of skill, knowledge and experience, we are able to offer the right resource for your interim management needs.

For interim management, Echopark directors and senior associates undertake the assignment in person, drawing on first hand experience to offer a fast-track solution, rather than sending consultants to deliver consultancy methodology with director support. Our directors and senior associates have practical experience of tried and tested solutions; ownership of projects and change, and, where necessary, become part of the senior management team or board for a defined period.

In addition, Echopark Interim Managers can facilitate knowledge transfer by acting as mentors to staff. We can also provide workshops for key tasks such as business case development, where we help you to apply best practice principles to your specific circumstances.

Interim Management Services include support for:

- Strategy and business change / management
- Project and Programme delivery
- Financial and commercial support
- Procurement and contract management
- Property and construction
- Supply chain knowledge

To read about how an **Echopark Interim Manager** helped a UK Government Agency develop and embed Project and Programme Management Centres of Excellence across central Departments to support the strategic oversight of programmes, including those delivering Public Service Agreement (PSA) targets, go to the **CASE STUDY** section of this booklet and look at the following case study:

- [Office of Government Commerce \(OGC\)](#)

## Our Services

### Coaching and Training

Coaching, mentoring, knowledge sharing and training are important, current Human Resources topics.

**"Coaching is a conversation, a dialogue, whereby the coach and the individual interact in a dynamic exchange to achieve goals, enhance performance and move the individual forward to greater success."**

--Zeus P., & Skiffington S., *The Complete Guide to Coaching at Work*, McGraw Hill, Roseville, 2001

What makes a leader inspirational? The ability to inspire people to reach great heights of performance and success is a skill that leaders need. Passion, purpose, listening and meaning help make a leader inspirational. The ability to communicate that passion, purpose and meaning to others, helps establish the inspirational culture of your organisation.

Echopark understand that sometimes executives, managers, and others interested in career growth and development increasingly turn to a business coach for a personally tailored development process. Coaching is a different delivery system for training, since training, especially with long term managers and people who are further along in their careers, sometimes does not work or has limited impact. The coach works with the manager to tailor the training program in skill areas where it will have an impact. The coach helps managers make behavioural changes needed for growth.

At Echopark, our approach focuses on the competencies that have impact on the bottom line; what will make the individual or team more effective – either being able to do their job better or being able to increase productivity.

**Training and development** needs require a different approach, although, at Echopark, the objective is still focused on making a difference to the bottom line.

**"The best teacher never stops being a student."** – *Uday Bhatt. Managing Director, Echopark Consulting.*

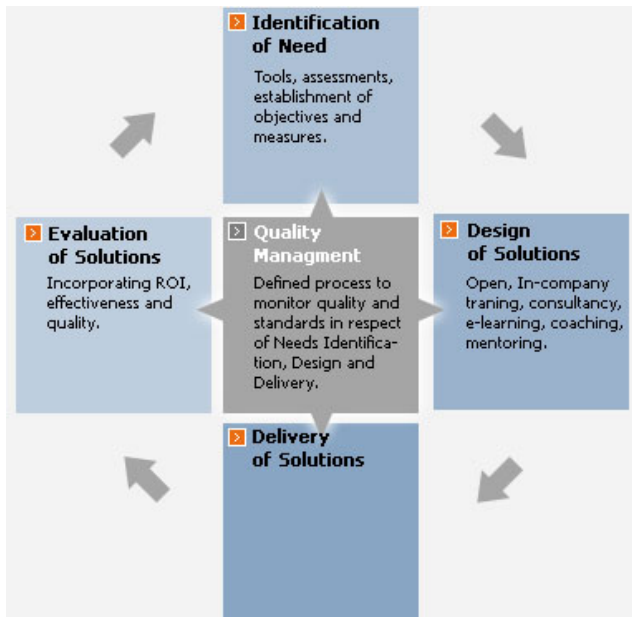
We have a track record of delivering successful bespoke and blended learning solutions that have achieved real added value for our clients across a wide range of learning and development needs.



If you don't know where you're going  
any road will take you there...

Our programmes are delivered when and where you want them both in the UK and internationally and we will work in partnership with you to design and deliver the solution that best fits your culture, learning style and ways of working.

Our approach (illustrated in the diagram below) ensures we **Identify, Design, Deliver** and **Evaluate** the most appropriate solution for you.

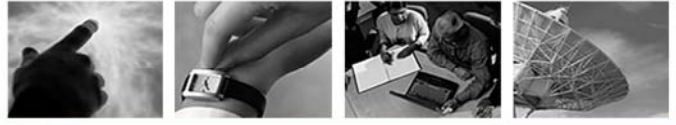


Our training and development solutions focus on:

- Leadership
- People and Team Management
- Change Management
- Business Case development and Management (inc financial modelling)
- Programme Management
- Project Management
- Risk Management
- Benefits Management
- Communications and Stakeholder Management
- Procurement Strategy
- Fully customised solution

To read examples of how we have helped our clients with **Coaching and Training**, take a look at the **CASE STUDY** section of this booklet and see how we helped:

- DHL
- The Cabinet Office



## Case Studies

### Testimonials

"For our Global Information Services (GIS) programme...Echopark pulled together an excellent set of recommendations, strategies, and documentation in a short period of time. Their work had an incredibly positive impact on the elements related to technical systems, process management, training, collaborative communications, marketing, interpersonal skills development, and project management..."

**Bill McGirr**  
DHL IT Director

"Echopark helped develop and establish a PPM (Project and Programme Management) Centre of Excellence within the Cabinet Office and reported on progress to the Managing Director & Perm Secretary of the Cabinet Office and to No.10. Echopark also reviewed our Mission Critical and High Risk programmes and projects and supported the development and management of some of our high profile Mission Critical Programmes. They have also delivered training to impart PPM knowledge, provided a coach and mentor and have facilitated Senior Level workshops and meetings.

Echopark have been incredibly flexible in their approach to our needs, remained consistently focused and never failed to deliver despite organisational and personnel changes."

**Sharon Grant**  
Head of PPM Centre of Excellence  
Cabinet Office

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## Case Study

### A Business Change and Transformation Project

## Caixa Geral de Depósitos (CGD) Bank



### The business...

Caixa Geral de Depósitos (CGD) is a state-owned institution and has been widely acknowledged as Portugal's leading banking institution for 129 years.

Today, CGD is a modern financial-services group coping with new challenges in the form of domestic and overseas competition, as well as with the emergence of global markets and new ways of doing business, and the only bank in Portugal with this type of shareholder structure. Its main corporate mission is to maximize shareholder value and, no less importantly, sustain a leading role in promoting growth and fostering innovation in the domestic market

### What CGD are doing...

CGD has been engaged in committing substantial human and financial resources to innovative technological initiatives. It has also focused on the implementation of a new strategic cycle, dominated by such pioneering initiatives as electronic distribution channels, Caixa Directa on-line (Internet banking), Caixa e-Banking (corporate Internet banking), CaixaNet (IT infrastructure), CaixaWeb (CGD Group's "dot.com" company) and Bolsa Caixa Imobiliário (an e-business specialized in real estate and home loans).

### How Echopark is helped...

As part of these technological initiatives and aligned to the strategy of adapting and growing in the ever more competitive financial environment whilst maintaining a customer centric approach, Echopark (through CGD's Implementation Partner PwC Consulting, now IBM) developed a strategic change programme for e-HR / e-Services consisting of:

- B2E portal development
- Change management
- Business Process Re-engineering
- E-Learning system implementation (LCMS)

Initially, a business case was developed to identify and evaluate the strategic and commercial drivers for the business change, as well as the potential options and recommendations. With this, Board endorsement and funding was secured for the Business Transformation and System Implementation.

The change and transformation activities included the:

- Design and implementation of transition processes (from existing ways of working)
- Development of future business processes
- Design of supporting IT systems functionality
- Design of transition and future organisational and governance structure
- Communications management and stakeholder engagement

One of the successful strategies used to facilitate the acceptance of the business change was the design and implementation of processes for reward, training and development and knowledge management.

Another fundamental tool used to embed the business change, was effective and continual communications to the key stakeholders within the organisation and the collaborative approach taken with them for strategic decision making. Every key decision, was, then, owned and endorsed by the Business.

From a bottom line perspective, Echopark also developed projections for ROI. ROI measures were delivered in 2 streams; Immediate to medium-term ROI (up to 1 year) and Long-term ROI (up to 5 years). The calculations took account of the entire value chain of the business - not just internal HR. As such the business impact on suppliers and customers were considered vital, as the overall goal was bottom line performance. The identification of suppliers and customers in this case was directed towards additional businesses within the group, such as insurance companies. HR processes such as collaboration, self-service, speed to competence, resourcing and just-in-time information were seen as key factors that influenced business performance.

Organisational, business and process changes, supported by technology, were successfully implemented and helped maintain CGD's competitive strength and prominence in European financial markets.



## Case Study

### Project and Programme Management

## Driver and Vehicle Licensing Agency (DVLA)



### The business...

The Driver and Vehicle Licensing Agency is an Executive Agency of the Department for Transport (DfT). The Agency is accountable to the Secretary of State and Ministers and, through them, to Parliament and the public, for efficient and effective management of the Agency and its responsibilities. DVLA's primary aims are to facilitate road safety and general law enforcement by maintaining registers of drivers and vehicles, and to collect vehicle excise duty (car tax).

### What DVLA are doing...

In 2002 DVLA signed a 10 year partnership contract with IBM/Fujitsu to cover not only the provision of core IS/ICT services and major related systems developments such as EVL and EDL, but also programme management and organisational development services to enable DVLA to move quickly on its development and business transformation agenda and make best use of new systems delivered. The nature and flexibility encompassed within the contract was ground breaking for central government and its Agencies.

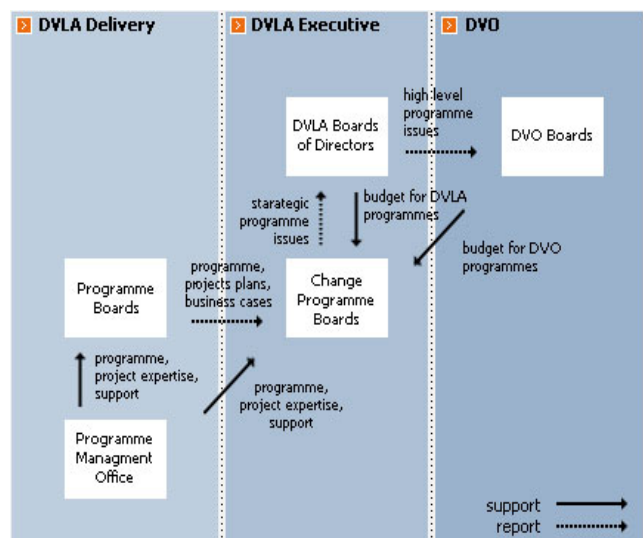
DVLA needed to implement more than 240 initiatives over the 10 years, with a value of over £350m – initiatives which were either prompted through ministerial guidance or change in legislation, or changes that enabled DVLA to transform the way it did business in a new competitive environment.

### How Echopark helped...

Echopark was commissioned by DVLA through its partner - PwC Consulting (later IBM). Supporting the development of and working within the Programme Management Office (PMO), Echopark began by identifying the 240 initiatives and categorising them into 70 projects using Prince 2 as the methodology. The projects were then classified into 9 change programmes using OGC MSP as the methodology. Identification and mitigation of cross project risks, the interdependencies between the 70 projects and the timely delivery of projects under 9 programmes, was managed through the development and maintenance of a consolidated Change Programme Plan (CPP) and a formalised reporting and portfolio management mechanism as identified in the diagram. Echopark consultants developed a new framework for delivery of services that included:

- Assessing progress of initiatives and level of project maturity
- Defining dependencies between strategy, projects and workstreams

- Assigning and assisting programme owners with planning, risk management dependency management and stakeholder management
- Overseeing the day-to-day development of projects and programmes



As part of our responsibilities of project and programme management, our consultants also conducted a strategic review and analysis of existing work practices and, as a result, helped design programme management processes based on OGC Managing Successful Programmes (MSP). They also developed and deployed programme management training to director level. The processes included:

- Monitoring and Controlling Programmes
- Benefits Management (Value Realisation)
- Knowledge Management
- Quality Assurance and Management
- Risk Management

Echopark also managed 3rd party vendors and provided the relationship manager for Fujitsu Services.

The business change element of our remit saw Echopark deliver an Organisational Change analysis from the perspective of cultural, strategic and business planning. The theories of Maslow, Herzberg, Mayo and Taylor used in the development of the analysis for the purposes of planning the most appropriate and innovative Change Management Plan. This was fed into – The 'Agency II Business Change Programme.'



## Case Study

### Business Change and Transformation

## Transport for London (TfL)



### The business...

TfL Streets Management is responsible for the Transport for London Road Network (TLRN), which includes a 580km network of main roads, as well as all 4,700 sets of traffic signals in London.

Streets plays a critical role under the roads too, by ensuring effective coordination of the works carried out by utilities. This maintains services delivered to London while, at the same time minimises disruption to surface transport. The management of the TLRN and the associated responsibilities of Streets, is one of the most challenging tasks in the world, as, on average, over 26 million trips are taken in London every day.

Streets had set up a 3-tier procurement approach for the maintenance and repair of the TLRN, as well as framework of contractors for large construction projects. Stewards have been used to deliver the 'intelligent client' role for TfL and Term Maintenance Contractors (TMC) were engaged to actually deliver the work, for routine and reactive maintenance.

### What TfL are doing...

The Mayor's Transport Strategy, the Gershon Efficiency Review and various internal analyses conducted by Streets themselves, prompted a detailed evaluation of the procurement approach employed by Streets. This concluded that the 3-tier system was inefficient and that a direct relationship between TfL (the Client) and the TMC (the Supplier) for the procurement of maintenance services would be more effective and more efficient for the public and TfL. The existing contractual relationship is due to expire at the end of April 2007.

The challenge was to decide upon the best fit procurement approach, re-design the procurement strategy, develop a benchmark contract based on output specifications and KPI's (no similar contract has ever been put together before), re-structure the organisation to manage the new contracts, up-skill staff, manage the TUPE issues, and manage TfL and its existing and potential suppliers through the business transformation.

### How Echopark is helping...

Echopark played a key role in the assessing and recommending the procurement options, and supported the bold and innovative option of designing a completely new procurement approach, worth £1.4 billion over 10 years (a 6+2+2 approach). The contract, based on NEC, but with multiple suppliers, uses an output specification and a set of KPI's.

One of Echopark's directors has now taken on the role of Business Transformation Manager to support the Business Change. The role includes:

- Design and production the programme plan, taking into account 4 directorates across Streets, a very large and broad ranging stakeholder community including 33 Boroughs, significant BPR activities and the management of staff and external consultants.
- Design and implementation of transition processes, development and endorsement of future processes, design of supporting IT systems functionality, design of transition and future organisational structure and governance, management of training, recruitment and TUPE issues, communications management
- BPR and
- Expert guidance in the management of OJEU and procurement process, including supporting the development of the PQQ, ITT, Output Specifications, KPIs, design of the Data Room (to facilitate a more effective tender process)
- Supporting the financial and risk management of programme
- Prepare each Directorate for ISO 9001 quality accreditation

The change and transformation efforts have been further impacted by the Traffic Management Act (TMA) which is due to come into force in 2007, although the Department for Transport (DfT) have revised the issue date for it several times. Echopark have taken these consistently changing goalposts and are designing processes to ensure easy transition for TfL and accommodation into the Change programme.



## Case Study

### Project and Programme Management

#### Nokia

#### The business...

Nokia is a world leader in mobile communications, driving the growth and sustainability of the broader mobility industry. Nokia connects people to each other and the information that matters to them with easy-to-use and innovative products like mobile phones, devices and solutions for imaging, games, media and businesses. Nokia provides equipment, solutions and services for network operators and corporations. Nokia is a broadly held company with listings on four major exchanges.

#### What Nokia are doing...

In 2000 Nokia wanted to enable knowledge management and learning solutions across its entire value chain - Suppliers (Business-2-Business B2B), Customers (Business-2-Customers B2C) and Employees (Business-2-Employees B2E). This vision would enable Nokia to deliver learning to over 200 million people. Enabling suppliers, customers and employees easy, collaborative and timely access to pertinent and valuable information about Nokia's products and services, would increase productivity, commercial awareness and improved commitment from its value chain through improved services, products, tools and information.

One of the streams of the programme was the implementation of an e-Learning strategy and process, together

#### How Echopark helped...

An Echopark director, based at the Nokia corporate Head Office in Helsinki and reporting to the global HR Director for Nokia, conducted an initial Needs Analysis and Gap Analysis within Nokia's then current e-HR systems and processes. Using the output from this, he developed an ICT Learning and Development Strategy (combination of e-Learning, Classroom training and self training) as part of an overall e-HR Strategy. After gaining endorsement from the Board for the strategy and recommendations as part of the Business Case on the implementation of an LCMS, he assembled a team of Nokia resources, as well as 3rd party contractors, and directed the development of all aspects of learning policy and strategy including training development, delivery mechanisms and channels.

# NOKIA

## Connecting People

Working collaboratively, Echopark was able to:

- Identify the integration points of other systems, processes and initiatives such as Integration between SAP R/3 and Docent LCMS (R/3 Infotypes for HR purposes) including impact analysis of any localised configurations
- Identify the integration with Financial applications (including SAP R/3) for Intercompany, Intracompany and External Vendor invoicing
- Identify the integration between Nokia IIP (Individual Performance Plan) and LCMS functional provision in terms of Competency and Skills Mapping
- Identify the integration of Centra (Virtual Classrooms)
- Provide vendor evaluation and management - Course Net Corporation, WBT Systems (TopClass), Docent, Centra, 3rd Party Contractors (RCMS)
- Develop integrated programme plan for the implementation of the Docent LCMS system across Nokia
- Manage and coordinated of all effected global groups within Nokia in terms of the system implementation
- Provide change management - Marketing and communication of the shift towards e-Learning, in order to prepare the culture within Nokia to embrace this new business process

One key challenge was maintaining the decentralised corporate philosophy, whilst at the same time bringing in a centralised concept and system implementation on a global scale.

A large part of the successful delivery of this role was having a strong understanding of the principles and practical techniques of project and programme management required to deliver such a complex piece of work over a global network. This meant taking into consideration local requirements whilst at the same time aligning them with a corporate strategy. Stakeholder and relationship management skills, together with a phased approach to the implementation, facilitated the acceptance of such a large change.



## Case Study Interim Management

### Office of Government Commerce (OGC)

#### The business...

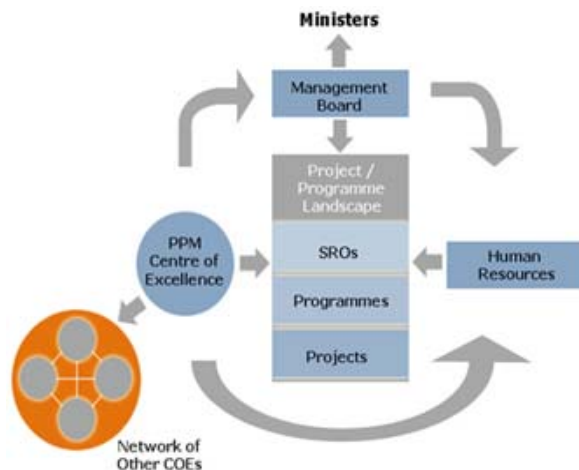
OGC is an independent office of the Treasury and works with public sector organisations to help them improve their efficiency, gain better value for money from their commercial activities and deliver improved success from programmes and projects. The priorities are to support the delivery of:

- The public sector's £21.5bn annual efficiency gains by 2007/08
- £3bn saving by 2007/08 in central Government procurement
- Improvement in the success rate of mission critical projects

#### What OGC were doing...

Delivery is top of the Government's agenda and better project and programme management (PPM) will improve the capacity to deliver. Research conducted by the Office of Public Services Reform (OPSR) and Centre for Management and Policy Studies (CMPS) shows that increasingly PPM techniques are successfully being applied to policy development and delivery, as well as traditional procurement tasks.

In response to the Prime Minister's concerns over continuing weaknesses in project delivery, the Improving Programme and Project Delivery (IPPD) project was established in September 2001. The project, led by OPSR and involving the OGC, was charged with developing a package of measures to achieve significant and sustainable improvement in programme and project delivery. One of these was the OGC led initiative of Embedding (Project and Programme Management) Centres of Excellence (ECoE) within Central Departments.



Echopark was engaged to provide an Interim Manager to help embed PPM Centres of Excellence (CoE) into a number of Central Departments and agencies, including:

- The Cabinet Office
- DfES
- DWP
- Her Majesty's Treasury
- OGC
- OfSTED
- National Savings & Investments

With the acknowledgement of the level of skill and experience in PPM, Echopark were asked to embed a CoE within OGC itself, as well as the other Departments as detailed above.

As Interim Managers for OGC, Echopark wore and reflected the brand, ethos and approach of OGC - in essence they were OGC consultants and not external consultants to the business.

Over a period of over a year, Echopark analysed the PPM needs of Departments and worked at Exec Board level to provide strategic and management support to help embed effective programme and project management to drive Performance, Process and Organisational changes and improvements across the Departmental PPM.

Reporting to Department Permanent Secretaries and to No.10 on the Prime Minister's Mission Critical and High Risk programmes and projects, Echopark worked as trusted advisers to each Department. Using a collaborative approach, Echopark was able to impart expert PPM skills and knowledge and help each department develop their own PPM capability and capacity.

Echopark also helped Departments, more advanced in the application of PPM, take on take on the responsibility of conducting their own Medium Risk Gateway Reviews, through the OGC Medium Risk Delegation process, as well as providing expert support for High Risk OGC Gateway Reviews.

As Interim Managers, Echopark was successful in helping to implement a complex and challenging change initiative across the public sector with PPM Centres of Excellence being embedded into all of the central UK public Sector Departments and contributing to the Prime Minister's objective of better public sector project delivery.



## Case Study

### Project and Programme Management

#### Business Process and Systems Implementation

## Metropolitan Police / National Centre for Applied Learning Technologies (NCALT)

### The business...

The National Centre for Applied Learning Technologies (NCALT) is a partnership between Centrex (the Central Police Training and Development Authority) and the Metropolitan Police, and was established on 1 April 2002. It was set up to provide police officers and support staff with timely, accurate and valuable e-learning and decision support information. NCALT is a national leader in research and innovation in learning solutions and Critical Incident simulation training.

NCALT produces Learning solutions for the Police Service on behalf of its sponsors, the Home Office, Association of Chief Police Officers (ACPO), Police Leadership & Powers Unit (PLPU) and Centrex.

### What NCALT are doing...

NCALT is at the forefront of a radical shift in the way training is delivered to the 43 Police Forces of England and Wales and other emergency service agencies. NCALT aims to deliver tailor-made learning solutions, providing learners with the learning that they need, when they need it.

At the start of the 21st century, the British Police Forces, and the other emergency services agencies require a highly-skilled, well-motivated and self-learning workforce. Easily accessible, accurate, pertinent information is a key contributor to this. NCALT works in close collaboration with these organisations to ensure that they are meeting these challenges head-on and uses cutting-edge technologies, proven Instructional Design methodology and thorough Quality Assurance processes to deliver world-class learning solutions and experiences.

### How Echopark helped...

Echopark was engaged at the creation of NCALT and helped shape its value proposition and direction. Echopark developed a strategy to support Modernising Policing agenda by aligning 43 forces across England and Wales using learning as a facilitating agent. The strategy included a business case that proposed recommendations of an integrated ICT for a HR Learning and Development process. This was presented to the Centrex Board, ACPO and to National Centre for Policing Excellence (NCPE) Director to illustrate possible options to capture and disseminate police knowledge efficiently and effectively.



The strategy and business case included the design of an effective operating model for NCALT, NCPE and Centrex as well as a recommendation for an IM Process and System Implementation (Learning and Content Management System).

Echopark provided OJEU procurement advice and vendor and partner evaluation for the LCMS, together with contract and commercial negotiation and management (Services to Perform and SLA's - Multi Vendor)

**Our Approach** - Whilst Prince 2 was applied for the overall management of the system design and implementation, a Dynamic Systems Development Method (DSDM) was used for the pilot as it was necessary that system requirements were based-lined at a high level, and that changes could be implemented at development stage and testing was integrated throughout the lifecycle.

Echopark identified appropriate Policy, Processes and Procedures (based on Prince 2 and OGC MSP) and developed operational relationships with key stakeholders within the different Organisations to ensure that business infrastructure and functionality were appropriately aligned to deliver learning policy and strategy.

Our consultants identified benefits and potential barriers to implementation such as misalignment of operations between Organisations, and applying appropriate BPR efforts to ensure delivery, as well as ensuring risks were effectively managed.