

5

EXECUTIVE AGENCIES AND OFFICES

- **Debt Management Office**
- **National Investment and Loans Office**
- **Office of Government Commerce**

DEBT MANAGEMENT OFFICE (DMO)

AIMS AND OBJECTIVES

5.1 The UK Debt Management Office (DMO) was established as an Executive Agency of the Treasury on 1 April 1998. The DMO's aim is to carry out the Government's debt management policy of minimising its financing costs over the long term, taking account of risk, and to manage the aggregate cash needs of the Exchequer in the most cost-effective way.

COMMAND AND ORGANISATIONAL STRUCTURE

5.2 As an Executive Agency the DMO is legally part of the Treasury, but it has substantial operational independence. Treasury Ministers set the DMO annual remits for both its debt and cash management operations. The DMO is then free to decide how best to meet its objectives, providing it keeps within the remit and other guidance, without further day to day involvement of Ministers.

5.3 The DMO, which currently has 53 staff, publishes its business plan each year; this and other material can be found on its web site: www.dmo.gov.uk. The DMO has been given

a number of strategic objectives by the Chancellor, which include advising on and meeting both its debt and cash remits; providing a high quality service to the market; and doing so efficiently and cost-effectively. These objectives are supported by a number of published targets covering compliance with the remit, the DMO's service to the market and the public, and operational efficiency. Performance against these targets is summarised in table 5.1 below.

5.4 All the DMO's debt and cash transactions pass through the Debt Management Account (DMA), which is presented to Parliament separately from the DMO's administrative accounts. The first audited DMA covering the period November 1999-March 2001 was published on 19 December 2001.

PERFORMANCE AGAINST OBJECTIVES

5.5 The DMO performed strongly in 2001-02. Most of its objectives, and published targets were met in full. Details are in table 5.1.

TABLE 5.1: DMO PERFORMANCE AGAINST OBJECTIVE

Strategic objectives	Published targets and performance	Position at March 2002
1. To meet the annual remit set by Treasury Ministers for the sale and purchase of gilts, with high regard to long term cost minimisation taking account of risk.	1. To ensure full compliance with the Government's remit for the DMO as set out in the Debt and Reserves Management Report 2001-02, within the tolerances and subject to the review triggers notified separately to the Office and consistent with the objectives of monetary policy.	Annual gilts and cash remits successfully delivered.
2. To offset, through its market operations, the expected outturn cash flow into or out of the National Loans Fund (NLF), on every business day; and in a cost-effective manner with due regard for credit risk management.	2. To ensure that the maximum time taken to issue the results of gilt auctions does not exceed 40 minutes, that for weekly Treasury Bill tenders does not exceed 30 minutes, and that for ad hoc Treasury Bill or other tenders does not exceed 15 minutes, whilst achieving complete accuracy	Successfully delivered; the auction result release times ranged from 21 to 36 minutes. The average release time for weekly Treasury bill tenders was 11 minutes.
3. To manage effectively, in accordance with objectives set by Treasury Ministers, any assets held on the Debt Management Account	3. To achieve complete accuracy, within agreed accounting tolerances, in the recording and reporting of transactions through the Debt Management Account and in delivering money (and reconciling payments) to the NLF.	Achieved.

Strategic objectives	Published targets and performance	Position at March 2002
<p>4. To advise Ministers on setting the remit to meet the Government's objectives under 1-3 above; and to report to Ministers on the DMO's performance against its remit, objectives and targets.</p>	<p>4. To acknowledge all letters and e-mail inquiries from the public within 5 working days and for at least 95 per cent to be sent a substantive reply within 2 weeks.</p>	<p>Achieved – the average response time in 2001-02 was 1.4 days.</p>
<p>5. To develop policy on and promote advances in new instruments, issuance techniques and structural changes to the debt and Treasury bill markets that may help to enhance the efficiency and lower the cost of debt and cash management, liaising as appropriate with the relevant bodies; to keep abreast of developments in debt and cash management policy and practice; and to provide policy advice to Treasury Ministers and officials accordingly.</p>	<p>5. To achieve less than 8 breaches of Operational market notices (excluding any breaches which the Treasury accept were beyond the control of the Office).</p>	<p>Achieved – there were no breaches.</p>
<p>6. To conduct its market operations, liaising as necessary with the relevant bodies, with a view to maintaining or promoting an orderly, efficient and liquid market for gilts.</p>	<p>6. To ensure that the qualifications that the National Audit Office (NAO) have made in respect of the Gilt-Edged Official Operations Account are satisfactorily addressed in the running and presentation of the DMA; and that the 1999-2001 DMA accounts are presented to the NAO by the statutory deadline.</p>	<p>Achieved: the first DMA audited accounts were published on 19 December 2001.</p>
<p>7. To provide, including in liaison with the Bank of England and CRESTCo, a high quality and efficient service to investors in Government debt, and to deal fairly and professionally with market participants in the gilt and money markets, consistent with achieving low cost issuance and an efficient market</p>	<p>7. To ensure that the statutory constraint on DMO market borrowing (not to exceed its deposits with the NLF and Bank of England) is always met.</p>	<p>Achieved.</p>
<p>8. To contribute to the Treasury's work on the development of the strategy for managing the Government's financial assets and liabilities.</p>	<p>8. To ensure that, where there is a late change in the forecast, any necessary use of end of day borrowing or lending facilities is notified by the due time.</p>	<p>Achieved.</p>

Strategic objectives	Published targets and performance	Position at March 2002
<p>9. To make information publicly available on the debt and Treasury bill markets and DMO policies where that contributes through openness and predictability to efficient markets and lower costs of issuance.</p>	<p>9. To ensure that instructions to counterparties, agents and external systems are complete, accurate and timely, and that monitoring of the progress of transactions through settlement is effective, so that the DMO achieves at least 99% by value successful settlement of agreed trades on the due date.</p>	<p>Achieved. No trades failed as a result of circumstances within the DMO's control.</p>
<p>10. To provide advice and expertise to other Government departments (and other governments) as required, and consistently with meeting the objectives 1-3 above.</p>	<p>10. To achieve 100% accuracy in material published on the DMO web site (insofar as the material is under the control of the DMO and not third parties).</p>	<p>Twelve errors were discovered and corrected on the web site in the year to date. Procedures have been put in place to reduce this number.</p>
<p>11. To resource, staff and manage the Office to deliver its objectives effectively and efficiently and to ensure value for money in its administrative expenditure.</p>		<p>Internally the DMO has improved its operational resilience in a number of areas; and successfully moved to new premises in July 2001</p>
<p>12. To develop appropriate management, information and control systems with high regard to risk minimisation; and to ensure full and accurate presentation of accounting and other information.</p>		<p>Internal reporting arrangements exist and have continued to be developed to help the Chief Executive to meet his internal control responsibilities, including those required under the Turnbull Guidelines (see the Statement on Internal Control in the DMO Annual Report and Accounts 2000-01 (see below). Abbreviated guidance on the Turnbull Guidelines is issued by the Institute of Chartered Accountants in England and Wales available on : www.ICAEW.co.uk).</p>

SUMMARY OF ACHIEVEMENTS IN PAST YEAR

5.6 As well as meeting its debt and cash management remits, the DMO took forward a number of policy initiatives in both areas. Following market consultation, the first index-linked switch auction was held in July 2001. The market was consulted on a possible new design of index-linked gilts, although in the light of the responses, it was decided to make only modest changes to the existing design which will affect any new issues from July 2002. The net cash position held on the debt management account following the substantial inflows from the 3G mobile phone spectrum licence auctions in 2000 continued to be successfully managed. A substantial increase in Treasury bill issuance in the second half of 2001-02 has been supported by a number of reforms, including the introduction of primary participants.

5.7 During 2001-02 the DMO extended its range of services. It has worked with National Savings and Investments to reduce the equity market exposure that the Government would otherwise have following the introduction of NS&I's Guaranteed Equity Bond. In February 2002, DTLR announced that the DMO would be introducing a Deposit Facility (as a pilot from April 2002) to allow local authorities to deposit surplus funds with the Debt Management Account. The facility began on 1 April 2002.

5.8 The DMO web site www.dmo.gov.uk on which all its publications appear has been substantially expanded to include a growing range of data on gilts and cash market operations.

5.9 The DMO publishes a quarterly review of its activities in the gilts and cash markets – including results of all market operations and progress against the remit in the preceding quarter: this is available on the DMO web site at: [www.dmo.gov.uk/publications/quarterly reviews/](http://www.dmo.gov.uk/publications/quarterly%20reviews/). The most recent Review was published in January 2002.

5.10 An annual summary of developments in the markets in which the DMO operates and a review of the DMO's activities are published in the DMO Annual Review, available at [www.dmo.gov.uk/publications/annual reviews/](http://www.dmo.gov.uk/publications/annual%20reviews/). The most recent Review (for 2000-01) was published in September 2001.

5.11 The DMO's Annual Report and Accounts also include a fuller review of operations against strategic objectives and published targets; it is available on the DMO web site at [www.dmo.gov.uk/publications/dmo specific publications/](http://www.dmo.gov.uk/publications/dmo%20specific%20publications/). The most recent annual report and accounts for 2000-01 was published on 18 July 2001.

Overview of future aims and objectives

5.12 The main upcoming project will be the successful integration of The National Debt Office (NDO) and Public Works Loan Board (PWLB) with the DMO in Summer 2002. The DMO will aim to continue to meet the remits given by HM Treasury. Internally there will be further development of business continuity arrangements, and internal business management and IT systems. Externally the DMO will consider the development of electronic bidding at auctions and continue to develop the services it offers to other government departments and other public sector bodies.

Human Resources

5.13 An overview of HR issues, including recruitment campaigns carried out, is available in the DMO's Annual Report and Accounts, available at [www.dmo.gov.uk/publications/dmo specific publications/](http://www.dmo.gov.uk/publications/dmo%20specific%20publications/).

5.14 Recruitment to new posts is carried out on the basis of fair and open recruitment and selection on merit, in accordance with the guidance provided by the Civil Service Commissioners. An overview of DMO recruitment practice and current vacancies is available on the DMO web site at: [www.dmo.gov.uk /recruitment](http://www.dmo.gov.uk/recruitment).

5.15 The DMO's commitment to the training and development of staff is illustrated by its accreditation in June 2000 as an Investor in People and the DMO is currently working towards re-accreditation.

NATIONAL INVESTMENT AND LOANS OFFICE (NILO)

FUTURE OF NILO

5.16 On 1 July 2002 NILO will cease to exist. The National Debt Office and Public Works Loan Board will be integrated with the Debt Management Office, the Office of HM Paymaster General will be merged with the Treasury.

OVERVIEW, AIMS AND OBJECTIVES

5.17 The National Investment and Loans Office (NILO) is one of the Chancellor of the Exchequer's Departments and consists of three statutory arms:

- National Debt Office (NDO) - The main function of the NDO is the investment of major Government funds. Currently the NDO manages 10 public funds with a total asset value of over £33bn. The objectives of investment are, generally, to maintain sufficient liquid funds to meet withdrawals by the client departments, to maximise income and to maintain or improve the capital value of the funds. For further information on NDO visit www.national-debt-office.gov.uk
- Public Works Loan Board (PWLb) - The PWLB is an independent statutory body, consisting of twelve Commissioners, who are appointed by the Crown. The Board's function is to make loans from the National Loans Fund to local authorities and other prescribed bodies and to collect the repayments. For further information on PWLB visit www.pwlb.gov.uk
- Office of HM Paymaster General (OPG) - OPG holds the working cash balances of a range of public bodies, including all central government departments, NHS bodies and courts. In addition, funds voted by Parliament to departments are channelled from the Consolidated Fund to their OPG accounts. OPG operates some 1,900 plus accounts for some 900 public sector customers. Balances on OPG accounts are made available at the end of each working day to the National Loans Fund to offset the government's borrowing requirement. Movements of funds (payments and receipts) arising from transactions carried out by OPG on behalf of customers take place through these accounts. Total balances on OPG accounts are in the range of £10bn to £20bn. For further information on OPG visit www.opg.gov.uk

Aim and Objectives

5.18 NILO's aim is 'to contribute to securing high quality public services through the delivery of financial services to Government and other public sector clients'. The main objectives of the three statutory bodies are:

- NDO - To safeguard public funds by providing an investment management service;
- PWLB - To reduce public expenditure by providing a lending

service;

- OPG - To safeguard public funds by providing a banking service.

COMMAND STRUCTURE

5.19 The Economic Secretary to the Treasury is the minister responsible for NILO. The Office is run by the Director, Ian Peattie, supported by a senior management team, one from each of the three statutory arms of NILO, Human Resources and IT.

PERFORMANCE MEASURES

5.20 Performance is continually monitored and measured against the following targets:

1. NDO

- 1.1. to maintain asset values,
- 1.2. to cover the liabilities of the client funds,
- 1.3. to meet client's cash requirements, and
- 1.4. to achieve full investment of funds deposited

To date, the NDO have fully met each of these targets during 2001-02.

2. PWLB

- 2.1. to make savings for local authorities,
- 2.2. to provide the bulk of the long-term borrowing needs of local authorities
- 2.3. to make available loans not provided elsewhere,
- 2.4. to meet a two working day deadline to deal with applications for loans or early settlements, and
- 2.5. to provide information to other Government departments that meet their requirements.

Loans are advanced at rates determined by HM Treasury close to but just above the cost of Government borrowing. This represents a saving of at least 1/4% compared with the rates in the money market. In addition, the PWLB assists borrowers by lending for periods of up to 25 years whereas the market rarely makes loans available for more than 10 years. To date, all applications for loan advances or early settlements have been completed within the two working day deadline and information to other Government departments has been supplied in the prescribed format and by the deadlines agreed.

3. OPG

- 3.1. to maintain the number of its customers,
- 3.2. to increase value for money, and
- 3.3. to increase the range and use of its facilities.

OPG is responsible for the supply of banking services and information to its customers, including HM Treasury, on repayment terms through Service Level Agreements. OPG increased its customer base by 20% in the last year and has held its prices since 1996-97, giving a real decrease to date of 12%, an average of 2.5% per year. OPG continues to develop new or improved services. In 2001-02 it:

- i. rolled out to over 200 customers its Local Receipts and Counter Services – a UK-wide network allowing customers to pay cheques and cash directly into their OPG account and withdraw cash, and providing 3-day value for receipts,
- ii. developed and trailed the latest version of its electronic banking system – Masterline, and
- iii. transferred over 200 National Health Service bodies to use OPG's BACS service.

4. NILO

- 4.1 to settle all invoices within the parameters of the Better Payment Practice Code.

The Department's policy states that all invoices should be paid in accordance with credit terms, or where no such terms exist, within 30 days of the receipt of goods or services, or the presentation of a valid invoice, whichever is the later. The calculation of payment performance for 2001-02 has been based on continuous monitoring of payments since the start of the year. On this basis, 100 per cent of payments met the policy criteria. In practice, all valid bills were settled within 10 working days of receipt.

RESOURCES AND ORGANIZATION

5.21 An overview of human resource issues and the measures taken under the modernization of government initiative is available on the NILO website web site listed below.

Bibliography

A more comprehensive version of this document can be found at www.nilo.gov.uk/2002departmentalreport.pdf

National Investment and Loans Office: Resource Accounts 2000-01 (HC 321, 31 October 2001, ISBN 0-10-291308-0)

Public Works Loan Board: 126th Annual Report 2000-01 (The Stationery Office, ISBN 0-11-560094-9), www.pwlb.gov.uk/annrep0001.pdf

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OFFICE OF GOVERNMENT COMMERCE (OGC)

AIMS AND OBJECTIVES

5.22 OGC was created to lead a wide ranging programme to modernise procurement in central civil government and deliver substantial value for money improvements. The overall role and purpose of the OGC (its vision) is to work with central civil Government as a catalyst to achieve best value for money (VFM) in commercial activities.

5.23 The OGC has four high-level objectives and ten key delivery strategies. These are set out in the box below. This framework sets the broad agenda for building strong customer and commercial relationships and planning and driving forward actions in support of achieving value for money gains for central civil Government. Further details on the OGC's objectives and key delivery strategies are available on the OGC website: <http://www.ogc.gov.uk/index.asp?id=55> or from the OGC Service Desk on 0845 000 4999, E-mail: ServiceDesk@ogc.gov.uk.

HIGH LEVEL OBJECTIVES

- i. Provide guidance and expertise to support the successful delivery of procurement-based projects and other forms of commercial activity.
- ii. Develop the Government market so it is more efficient and attractive for both suppliers and customers.
- iii. Develop a clear and supportive framework for best in class procurement activity to help achieve better value for money.
- iv. Deliver efficient and effective services to external and internal customers, gaining widespread recognition for excellence and as a leading contributor to Government modernisation.

KEY DELIVERY STRATEGIES

1. Realise OGC's vision by establishing and continuously developing OGC as a centre of excellence, with a highly motivated staff of suitably skilled and experienced practitioners.
2. Help civil Government departments secure value for money through use of best practice techniques.
3. Achieve VFM by catalysing the sharing and exchange of knowledge about Government commercial activity.
4. Drive forward improvements in the management of large, complex and/or novel projects involving the acquisition of third party goods, works and / or services.
5. To catalyse and facilitate commercial relationships with suppliers and partners that generate value for money.
6. Ensure that staff in central civil departments have the professionalism and skills to meet the needs of all aspects of Government commerce in the 21st century.
7. Implement and continue to develop a process for the strategic management of key suppliers so that value for money is gained from these relationships.
8. Achieve effective competition for Government business through simplified access to the Government market place for suppliers.
9. Realise a step change in efficiency by catalysing the use of e-procurement for Government's inter-actions with its supply base.
10. To support the wider public sector in the achievement of value for money.

COMMAND AND ORGANISATIONAL STRUCTURE

5.24 OGC is an independent office of the Treasury with its own Chief Executive appointed at Permanent Secretary level. OGC is not an executive agency but has a governance structure that allows it to act independently. OGC reports to the Chief Secretary to the Treasury. To reinforce the nature of OGC's cross-departmental function and purpose, and to give strategic direction, the OGC has a Supervisory Board of which the Chief Secretary is the Chair. Further details of OGC Governance are available on the OGC website: <http://www.ogc.gov.uk/index.asp?id=54>

5.25 OGC has six Directorates: Policy Practice and Legal; Customer Relations; Corporate Services; IT; Property and Construction; and Supplier Relations and E-Commerce. Further information about the aims of each Directorate is available from the OGC website at: <http://www.ogc.gov.uk/index.asp?id=62> or in the Corporate brochure that you can obtain from the OGC Service Desk. The brochure is also available via the OGC website at <http://www.ogc.gov.uk/index.asp?=391>

5.26 OGC also has a single trading arm (OGCbuying.solutions). OGCbuying.solutions is a Government Trading Fund, financed from income received from its customers and it is also an Executive Agency. OGCbuying.solutions offers value for money procurement routes for IT, telecommunications, building and property related goods and services. Further information on the work of the Agency and its performance against targets is available from the website www.ogcbuyingsolutions.gov.uk.

PERFORMANCE AGAINST TARGETS

5.27 OGC's primary target is to deliver value for money gains (target 10 of the Treasury's PSA) of £1 billion in Government procurement by 2002-03. To support this, the OGC has set itself ten performance targets covering its top priorities for the year. OGC's performance against Treasury PSA target 10, and its own targets for 2001-02 are set out in table 5.3 below.

TABLE 5.2 OGC PERFORMANCE AGAINST TARGETS 2001-02

PSA Target 10	Performance Indicator	Progress
By 2002-03, deliver £1 billion of savings in Government procurement through the Office of Government Commerce	Value for money gains reported by central civil government bodies.	On course £433 million gains reported for 2000-01.

OGC Target	Progress
1. By March 2002 to achieve a satisfactory rating of 85% or better in a survey of all central civil departments using the CARE criteria.	The results of the survey, carried out by independent market research specialist ORC International (ORCI), show an overall rating of 81% equal to the ORCI benchmark figure for UK Government and its agencies
2. By March 2002, as specified by departments, to identify the most relevant OGC guidance and update it in accordance with new standards for OGC business and operational guidance, and to deliver a programme of Best Practice guidance for top management in Departments.	Achieved including four OGC Best Practice guides developed and published as commissioned by the OGC Supervisory Board and three OGC Guidance notes.
3. By March 2002, to draw up a revised approach to the use of PFI for IT contracts, which is endorsed by OGC's Supervisory Board.	Achieved

OGC Target	Progress
4. By September of 2001, a report covering 12 months of central civil Government expenditure with suppliers will be produced to allow ongoing co-ordinated management action to be taken to improve value for money.	Achieved
5. At quarterly intervals to report generic lessons emerging from the Gateway Reviews to OGC customers in order to stimulate corrective action to departmental projects.	Achieved. Four quarterly reports have been published to OGC and its Supervisory Board and widely discussed.
6. To provide departments with a model to assess their state of readiness to deliver Successful IT-enabled projects, by December 2001.	Achieved. The model has been developed as a software tool, together with publicity material & a draft user manual. The Capability Assessment Model was piloted and released to Departments. We are now rolling out the implementation and gaining excellent feedback.
7. To review the progress of OGC and Departments against the Achieving Excellence targets and put in place by December 2001 a strategy, agreed by the Supervisory Board to speed up the delivery of Achieving Excellence	Achieved. The Supervisory Board agreed at its Autumn 2001 meeting that OGC should devise a generic Capability Maturity Assessment model to assist departments in assessing their capability to deliver projects, drawing on work done by Achieving Excellence (AE) and Successful Projects in an IT Environment (SPRITE). In addition the review of progress of AE will be completed in June 2002 taking account of the outcome of the Strategic Forum for Construction's report on Accelerating Change in developing the strategy for AE..
8. By March 2002, facilitate and co-ordinate 12 projects and complete in conjunction with departments, six new areas for collaboration where the cumulative value for money improvements will exceed £150 million by March 2003.	Achieved. Estimated savings & efficiency improvements generated in the period to March 2003 total £160m from new collaborative deals completed during the year. Total will be in excess of £300m over the lifetime of the various contracts.
9. By March 2002 to identify common processes and practices which act as barriers to accessing the Government marketplace, and to take action on those which can be addressed within this timescale in order to stimulate greater competition.	Achieved. OGC has identified a number of barriers, and taken early actions, including publishing "Tendering for Government Contracts" a guide for small businesses on selling to government.
10. To advance the implementation of e-procurement pilots and draw interim conclusions by March 2002. (Final conclusion of all pilots will be in June 2002 to allow for cross-financial -year testing)	Achieved. Interim Reports are published in the form of a guide on the website www.epilots.co.uk .

SUMMARY OF ACHIEVEMENTS IN THE PAST YEAR

5.28 In meeting its targets OGC is, in collaboration with departments, implementing a wide range of initiatives to ensure value for money improvements in the Government's commercial activities that will deliver real benefits to departments. Highlights of the OGC performance in 2001-02 include:

- The OGC Gateway programme: the Gateway programme has been designed to provide a structured, independent review of large, complex government procurements at critical decision points during the life cycle. The programme is based on proven private sector practices and it is anticipated that it will deliver significant value for money improvements in major construction, IT and PFI projects. As of March 2002 the OGC Gateway team has reviewed 135 separate projects or programmes, covering proposed procurement expenditure in excess of £18 billion. Further information on the OGC Gateway scheme is available from the OGC web site at: [<http://www.ogc.gov.uk/index.asp?docid=377>]
- Securing government deals with three of the world's major suppliers of software. The OGC has secured deals with Microsoft, IBM/Lotus and SUN Microsystems that offer excellent rates for the public sector and additional savings of £100m over the next three years. All parts of the public sector will be able to take advantage of newly negotiated prices for desktop software offered by the three suppliers affecting nearly two million desktop computers.
- Coordination of property need: e-PIMS (electronic Property Information Mapping System) as released to Departments on time. e-PIMS was developed in response as part of the modernising Government initiative. It displays the precise location and outline of departments' property occupations on computerised maps, and allows users to access and amend their own details on line. It offers sophisticated searching facilities to pinpoint and view vacant space in a desired area.
- Widespread acceptance of the Successful Projects in an IT Environment (SPRITE) Programme and support of its role as a catalyst for embedding the recommendations of the "Successful IT: Modernising Government in Action" report across Government.

- OGC's Service Desk has been operational for one year during which time it handled 19,000 enquiries, 88% of which were resolved by the Service Desk. The remainder was non-OGC related questions.

5.29 Further details about OGC's achievements in 2001-02 will be set out in the OGC's Business Plan 2002-03 to be published shortly.

HUMAN RESOURCES (HR) AND MODERNIZING GOVERNMENT

5.30 Recruitment to new posts is carried out on the basis of fair and open recruitment and selection on merit, in accordance with the guidance provided by the Civil Service Commissioners. Details of current vacancies are available on the OGC web site at: [<http://www.ogc.gov.uk/index.asp?id=1789>]

5.31 OGC has undertaken a number of initiatives to meet the targets set in Revitalising H&S Strategy. These have focused on reducing the number of days lost from work-related injury and ill health; improvement in air quality; increasing the number of breaks away from IT equipment.

5.32 OGC's commercial improvement agenda is itself a major contributor to sustainable development. By helping central civil government to improve service delivery by making procurement more efficient, OGC is contributing to economic growth and helping to achieve long term benefits for the economy. OGC's own domestic policy is consistent with the United Kingdom's commitment to sustainable development and the requirements of the Greening Government agenda.

5.33 The Public Accounts Committee 2nd report (2001-02) on Improving Construction Performance examined the action which the Department of the Environment, Transport and the Regions and the Office of Government Commerce are taking to improve the way departments and agencies procure and manage construction projects, and to encourage the UK construction industry to innovate and be more effective in providing construction services. The Treasury Minute setting out the Government's response to the report is available from The Stationary Office (Cm. 5393. ISBN 0101539320).

