



Feature
Britain is GREAT

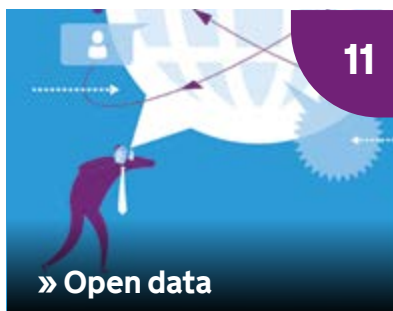
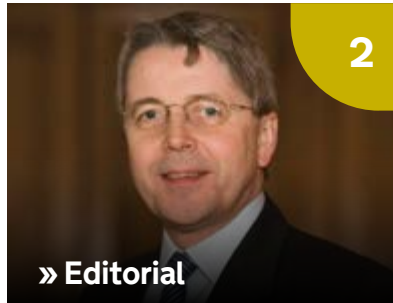
Opening up the energy debate

100,000 genomes

Cutting the tape



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Civil Service Quarterly opens up the Civil Service to greater collaboration and challenge, showcases excellence, and invites discussion. If the Civil Service is to be truly world-leading it needs to collaborate more, learn from experts outside the Civil Service, listen more to the public and front-line staff and respond to new challenges with innovation and boldness.

Do you have something to write about in Civil Service Quarterly?

Send the editorial team an abstract telling us what your article would be about.

Cover image: David Cameron promotes UK business on the GREAT campaign bus

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» Civil Service Quarterly: Great data is all around us...



Sir Jeremy Heywood

The new year always brings thoughts of a new start and fresh challenges. I am struck by the need to keep learning to remain up to speed with a world that moves at pace. Technology has dramatically changed the ways in which we can store, access and use the vast amounts of data now being produced. When I first joined the Civil Service – just as the first desk-top computers and word-processors were beginning to appear – I could not have imagined that so many government services would be delivered online or that more than half of all adults in the UK would own a smartphone.

Today we are able to use technologies to connect data and see the world in ways that were not previously possible. In this issue of CSQ you can read about some of the ways that Government is using and releasing data, and the changes

this is enabling. For example, insurance companies aren't able to check licence details at the moment, so have to 'price in' the risk that drivers lie or make mistakes; civil servants can help drive down the cost of insurance by digitising driving records, giving insurance companies quicker access. And we know that entrepreneurs can build new apps and provide new services if we release data like bus and train timetables; but civil servants themselves can also use newly released data to solve difficult problems and innovate.

I hope you will find inspiration in this edition of CSQ to learn something new, whether it is finding new ways to evaluate benefits as the GREAT campaign has done, helping make Britain the best place to set up and grow a business like UK Trade and Investment, or engaging with the public in new ways like the Defra social media team did. I am proud to encourage civil servants to learn, to take calculated risks and to try out new things.

Sir Jeremy Heywood
Cabinet Secretary

Let us know what you think by email
(csq@cabinet-office.gsi.gov.uk) or on twitter [#CSQuarterly](https://twitter.com/CSQuarterly).

Britain is GREAT

» The GREAT campaign is a cross-Government initiative designed to deliver trade and tourism benefits to the UK by harnessing the best that Britain has to offer under a single brand and promoting our strengths to the world. Conrad Bird, Director of the GREAT Britain Campaign tells Civil Service Quarterly about some of its recent successes.

One of the proudest moments of my career as a civil servant was being presented the Civil Service Award for Growth by the Prime Minister at the 2013 Awards at Lancaster House. The award was given to the many teams in London and around the world who had worked so hard for the last two years to generate jobs for the UK with the GREAT Britain campaign. It represented the efforts of hundreds of dedicated civil servants and diplomats across the world working as one team.

The results of these combined efforts to date have been impressive. The campaign has generated a return on investment of over £500 million in the markets where we directly fund activities. This year we are on track to

generate a further £600-800 million. It is now being used as business as usual by our delivery partners (the Foreign and Commonwealth Office, UK Trade & Investment, VisitBritain, VisitEngland and the British Council) in 134 markets around the world. All this, from an annual budget of £30 million, which is far less than our international competitors.

The GREAT Britain brand itself has been valued at £100 million, rising to £1.76 billion if we maintain the investment over five to seven years. And most recently, in the Autumn Statement, the Chancellor of the Exchequer announced that the Government will commit to the campaign in the longer term, increasing funding by 50 percent

in 2014-15 and 2015-16.

Our vision for the campaign was simple: to make the most of the Olympic opportunity to get the world thinking and feeling differently about Britain, positioning us as a vibrant, inspiring and innovative nation to visit and invest in. The campaign aims to showcase the best Britain has to offer in order to deliver a measurable increase in revenue. It's all about generating real jobs and growth for Britain.

It was then, and still is, the Government's most ambitious international campaign ever. Although other countries have longstanding tourism campaigns and have run specific campaigns round major sporting events, no nation had so far attempted to combine all its international activity under one brand in such a way. So in many ways, GREAT is a great experiment.

It was critical from the start that this wasn't just seen as another Government campaign. We worked with partners from the business and cultural sectors as well as many British celebrities (who are international brands in their own right) to maximise reach and credibility. In the last 18 months, over 190 businesses and celebrities have engaged with us: from British Airways, Virgin, HSBC, PWC and the BBC to Mulberry, Mini, McLaren and Jaguar Land Rover. And



Civil Service award for growth, 2013





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Find out more with UK Trade & Investment at ukti.gov.uk/goUK

INNOVATION IS GREAT
BRITAIN

Vodafone McLaren Mercedes
Formula 1 Car

many smaller businesses have been involved too.

Iconic celebrities from all walks of British life have given their support for free; David and Victoria Beckham, Lewis Hamilton, Jensen Button, Andy Murray, Sir Richard Branson, Sir Paul Smith and Dame Vivienne Westwood to name (drop) a few. All have been inspired by a sense of patriotism, a sense of common purpose as well as mutual benefit.

So far, so good. But there is so much more to do. We know that brands need to be built over time to create recognition and trust with audiences. As David Haigh, CEO of Brand Finance, stated “a strong brand has become the defining feature of success in the current economic climate. Worldwide hyper competition for business, combined with an increasingly cluttered media environment, means

that a clear message carried out by a properly managed brand can provide the crucial leverage to thrive... Nations can adopt similar techniques to capitalise on the economic growth that comes with proper positioning of a nation brand”. David went on to praise the GREAT Britain campaign and partially attribute Britain’s rise of one place in the world’s most valuable nation brands index (to fourth) to it.

We also know that in a time of austerity, GREAT needs to continue to demonstrate real return on investment; the brand needs to remain consistent but also to adapt and flex in an ever-changing world (especially as our international competitors are beginning to take interest). Our challenge is to demonstrate that every pound invested in the campaign is effectively spent and shows real value for the tax payer.

What lessons can be learned from the campaign so far?

First, that hard work and attention to detail pays off. In addition to advertising and digital campaigns, we organise around 500 GREAT events around the world each year. From retail weeks in Malaysia to sponsorship of the global Clipper race to science and healthcare seminars in China. Each of these events has to be worked out in detail, branded correctly and properly evaluated. We have learnt from our mistakes (spelling Brecon Beacons incorrectly on a tourism advert in New York, for instance which was tweeted round the world). But by working hard to get the detail right we can put on events that literally showcase the best of British.

Second, when civil servants work together with Ministers



Britain is GREAT



The GREAT New Bus for London in New York

for a common cause, the results can be truly amazing. The campaign has brought together people in London and overseas in an unprecedented way – and the enthusiasm, commitment and long hours of work have been impressive.

Third, that partnership is the key to success. Not just partnerships within Government and its arms-length bodies, but with businesses large and small, cultural organisations and a range of talented individuals. But creating partnerships is hard work and it needs time and effort to cultivate contacts and generate trust. Most of our events are conducted in partnership, whether this be with Formula 1, the British Fashion Council, major companies, or other groups.

Fourth, you don't need lots of resource, but you do need plenty of passion. The core GREAT team is five strong, but the objective and clarity of our mission rallies

people from the private sector and other public agencies to our cause. Pride and passion abound in the civil service. Before joining Government, I spent 18 years in the private sector where money was so often the main motivator. Civil servants are driven by wanting to make a difference. And if you empower us to think freely, act energetically and be prepared to take risks – and, yes, make mistakes – we are as good, and often better, than colleagues from the private sector.

Fifth, that evaluation needs to run through our blood stream. Everything we do on the GREAT campaign is carefully measured and assessed. It guides our decision-making, informs the choices we make, teaches us what is successful and we can repeat – and tells us when to stop. Without it, the campaign would have not gained the support and confidence of the Treasury, or won over the many initial doubters and

detractors. Evaluation doesn't need to be expensive; it just needs to be ever-present. We can demonstrate that the campaign has generated £500m because we have an evaluation framework that is based on a Treasury model and we track progress and triple check the results – from reporting events on the ground, to regular assessment in London, to independent evaluation.

Finally, we've learned that perseverance pays off. Many people thought that the GREAT campaign was only for 2012 – another short-term Government initiative. We always believed that it should be a long-term campaign measured over decades, rather than a year. It's taken a lot of convincing, but with funding now secure, we have the chance to create a national asset that will benefit British businesses, universities, tourist destinations and tax payers alike.

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The Shard London

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ukti.gov.uk/greatbritain

Legislation.gov.uk and Good Law

» **Clear laws are essential to the economy and society, but people often find them difficult to understand. Recent research has been exploring how to make legislation better and present it in more effective ways, says John Sheridan, Head of Legislation at The National Archives.**

It's not news that people want legislation that is simple, accessible and easy to comply with. It isn't always possible: legislation needs to be precise to have the intended legal effect, and precision can be complicated. But a lot can be done to improve the accessibility of the law. That's the aim of the Good Law initiative, being led by the Office of the Parliamentary Counsel (OPC), a partnership involving everyone with a role in making, shaping and presenting legislation.

The National Archives manages Legislation.gov.uk, the official home of UK legislation. We are actively involved in the Good Law Initiative, and over the last year we have been working closely with the OPC, who draft Government primary legislation, conducting research that has brought the drafters of legislation much closer to the users, so they can better understand user needs.

What do users think?

The web has transformed public access to legislation. The law is no longer in the hands of those with access to a professional library. Today, you are just a couple of clicks away from reading the text of

“*...We want...
to create
confidence among users
that the law is for them...*
– [www.gov.uk/
good-law](http://www.gov.uk/good-law)”

any UK statute. Around two million people do so every month. They are the users of Legislation.gov.uk. The challenge now is to ensure the needs of this new audience are properly understood and addressed, so they have a fair chance of comprehending the legislation they are reading.

The National Archives, the organisation responsible for Legislation.gov.uk, has been working to develop a deeper understanding of users' experience with the legislation they find online.

We know that people struggle with legislation for three main reasons.

First, there's a lot of it and it interconnects in ways that aren't always straightforward or obvious.

Second, the way legislation works is complex. For example, different elements of an Act can come into force at different times, and extend to different parts of the UK. Commencement Orders, which

Good Law

The Good Law initiative is an appeal to everyone interested in the making and publishing of law to come together with a shared objective of making legislation work well for the users of today and tomorrow.

Good law is law that is:

- necessary
- clear
- coherent
- effective
- accessible

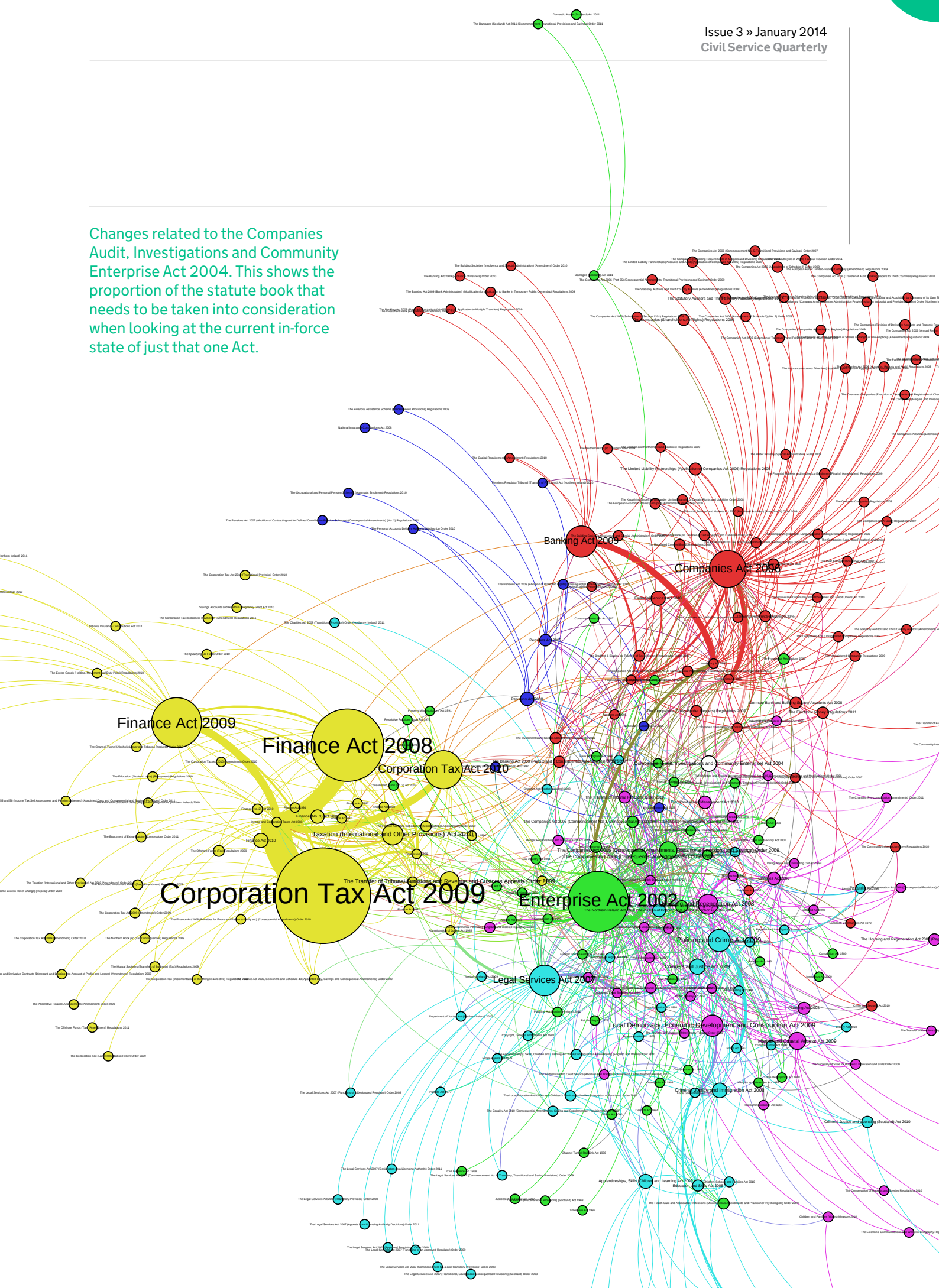
bring legislation into force, often contain transitional arrangements – rules that are intended to apply before the new law comes fully into force. Transitional arrangements are put in place for very good reasons, but that's not always clear to a non-specialist reader.

And, third, legislation isn't easy to read, with its schedules, sections, and cross references, its legal language and provisions that are divided between primary and secondary legislation. Even lawyers struggle, and too often people are intimidated by legislation.

Legislation.gov.uk is mostly used by people at work and for work purposes.



Changes related to the Companies Audit, Investigations and Community Enterprise Act 2004. This shows the proportion of the statute book that needs to be taken into consideration when looking at the current in-force state of just that one Act.



Legislation.gov.uk and good law

The majority of users are not lawyers and therefore lack access to one of the commercial subscription services. They are drawn from a much wider group of people who need to know, cite or use legislation as part of their job.

For example, imagine someone in the human resources department of a mid-size company, trying to understand the impact of the Pensions Act 2011 on their business. Of course they will read the guidance, but they also want to check the text of the legislation itself. That's a typical Legislation.gov.uk user.

Legislation.gov.uk

Our regular surveys and studies have given us a great insight into the needs of these non-legally trained users of legislation. Most people assume, when they access legislation, that it is current, in force and applies to where they live – which may not be the case. As a consequence,

The Open Government Partnership UK National Action Plan 2013 to 2015

Commitment ten in the action plan states that the UK Government will:

- promptly publish all new primary and secondary legislation on Legislation.gov.uk
- bring the revised versions of primary legislation on Legislation.gov.uk up to date by the end of 2015 and keep them up to date subsequently
- make legislative data available in an open and accessible format to allow people to re-use content under the terms of the UK's Open Government Licence

Legislation.gov.uk has been carefully designed to present legislation on the web so that the content and status of each piece of legislation is clear and accessible.

The website has been designed to provide additional information without cluttering the user interface for more experienced users. This has been done through the status bar which expands to list any unapplied effects and contextual help buttons across the screen. Giving people a 'latest

available' version that shows how the legislation is now is very important.

For advanced users there is a timeline which can be turned on to see how the legislation has changed.

Other advanced features include a display of the territorial extent of the legislation, showing where in the UK it is the law. You can also search based on a particular territorial extent or search how legislation stood at a given point in time.

The precise way legislation is named on Legislation.gov.uk also means that people can now cite legislation much more accurately on the wider web. This phenomenon is most apparent on Twitter, where increasingly people use an exact Legislation.gov.uk citation rather than a vague reference to the legislation document when they want to talk about it.

Bringing together drafters and users of legislation

The Good Law initiative has provided an opportunity for The National Archives to work much more closely with the OPC. An example is the new research we recently conducted together to explore how different drafting styles and



Version control on Legislation.gov.uk showing how legislation has changed over time.



different approaches to presentation can aid or improve comprehension.

Taking the principle of starting with users' needs, not Government needs, we investigated possible options and strategies for improving legislation. Thousands of users of Legislation.gov.uk took part in an online study, telephone interviews and one-to-one lab testing. It was the first time research of this type has been undertaken by the Government, trying to discover which ways of drafting legislation, and presenting it, best help people comprehend the law. Participants were shown a short provision drafted in one style, then shown alternative versions of the provision drafted in different styles and asked to express a preference for one style. Users were also shown sections of legislation and asked simple questions to check if their understanding of it accurately reflected the law.

Findings showed that people can really struggle to find their way around legislation. Many do not understand common terms such as 'commencement' or 'prescribed', or were puzzled by cross-references such as references to 'subsection (1)' or 'Schedule x makes provision about...'

These really practical insights have been invaluable. We now know much better what the difficulties are. We are using the findings to develop new ways of presenting legislation on Legislation.gov.uk, as well as developing better support materials to help users find their feet. This work is also impacting on drafting practice. The OPC now have evidence to evolve their guidance for the drafters of legislation and have been working through the findings in detail.

Updating the statute book

All users of legislation want the legislation they access from an official source to be up to date. The challenge is that Parliament passes legislation that makes, on average, around 15,000 changes to other pieces of legislation a year. It is a massive task just to keep up.

To bring the revised legislation on Legislation.gov.uk up to date, The National Archives has an 'expert participation programme', sharing responsibility for curating and managing the Government's legislation database with others, inside and outside Government. We have also developed new editorial tools that streamline and automate our processes of updating legislation as much as possible, as well as allowing expert participants to work remotely. Everyone's work is double checked by reviewers before it is published

on legislation.gov.uk, to ensure quality and accuracy.

The expert participation programme has already substantially increased the resources available to update legislation, and new editorial processes and tools have introduced significant efficiencies. The National Archives is working to bring all primary legislation on Legislation.gov.uk up to date by the end of 2015.

The sheer volume of legislation, its piecemeal structure, its level of detail and frequent amendments can seem overwhelming. But difficulties with understanding the law are not inevitable. Getting to grips with new users' needs and working collaboratively with those that have a shared responsibility for promoting and delivering good law is already leading to real change, with much more to come.

You can find out more about the Good Law initiative at: www.gov.uk/good-law



Open data

» Open data will help reform public services, as well as improve accountability and generate economic growth. The Civil Service can reap the benefits if it learns quickly, says Paul Maltby, Director of Open Data and Government Innovation at the Cabinet Office.



The world is in the middle of a data revolution. More and more data is being captured and shared, and sophisticated digital tools for handling it are now commonly available. Whole industries are emerging to make use of all this data, and our lives are changing as a result.

Government has a unique role to play in this process. Funded by the taxpayer, delivering public services and acting on behalf of the country, departments and agencies generate and hold vast amounts of data. Since 2009, the Transparency Team in Cabinet Office has been leading work to open up this data to everyone. It is already being used to hold the Government to account and generate economic growth, as Boxes One and Two show. But it also has the potential to significantly improve the design and delivery of public services.

Box One

Improving the accountability of government to taxpayers

Citizens have a right to know what the Government is spending their money on, and the impetus for this is only strengthened during a period of austerity. Across the world transparency and open data are helping reduce public sector costs and provide a disinfectant for corruption. The open data agenda has driven the release of spending data which has allowed people to see more of the Government's accounts through websites such as the Open Knowledge Foundation's Open Spending and the Government Interrogating Spending Tool (GIST) built by the Government Digital Service. You can see all the legislation that the UK parliament has passed since 1267 at Legislation.gov.uk and open data also helps us see how Government is structured, how to get in contact with senior officials, and even how much they are paid.

Box Two

Driving new-tech economic growth

One of the most successful and prolific areas where open data has gone into mass public use has been through the multitude of transport information apps that allow citizens to better plan their journeys. For example, Transport API is the company that lies behind some of the most popular transport timetable smartphone and web applications. Based within Tech City's part-government funded Open Data Institute they aggregate transport data from a variety of sources and provide this information as service for app developers and organisations, including Transport for London.

Going beyond apps, tech-aware companies are using data from their own businesses alongside purchased data and open data to improve their decisions and find a competitive advantage. McKinsey recently estimated the potential of open data to the world economy is in the region of \$3 trillion a year. Examples are companies such as Experian QAS and Deloitte Analytics that provide data consultancy services to other companies helping them decide where to open a new store, how to exploit new markets, or better target products and services at consumers.

What is open data?

Data is open if anyone is free to use, reuse, and redistribute it in any way they like, free of costs and restrictive licences. The Cabinet Office Transparency Team runs www.data.gov.uk, the world's leading data portal, featuring well over 10,000 datasets.

Open data achieves its full potential when it can be accessed automatically by applications and websites, combined with other data sets, and used to create insights and services. A step-by-step beginners guide is provided on the site, alongside interactive content for more advanced users.



Open data

Changing how government works

Open data is changing the way civil servants work. Since the launch of www.data.gov.uk, direct interaction and collaboration between the civil servants running the site and its users has become a fundamental part of the way the team works. Data users are able to request particular datasets from Government through the team; and they are also able to help each other extract value from the data. Many of the Transparency Team work with business and community users of data through social media channels.

Olivia Burman, Head of Relationship Management in the Transparency Team, tells how this responsiveness applies even to individual users. “A surfer, tired of not being able to use Tregantle beach because it was being used for firing range practice, requested the firing range data from data.gov.uk.

We helped the Ministry of Defence publish the requested data as open data. Now any surfer wanting to use the beach knows when they can surf there.”

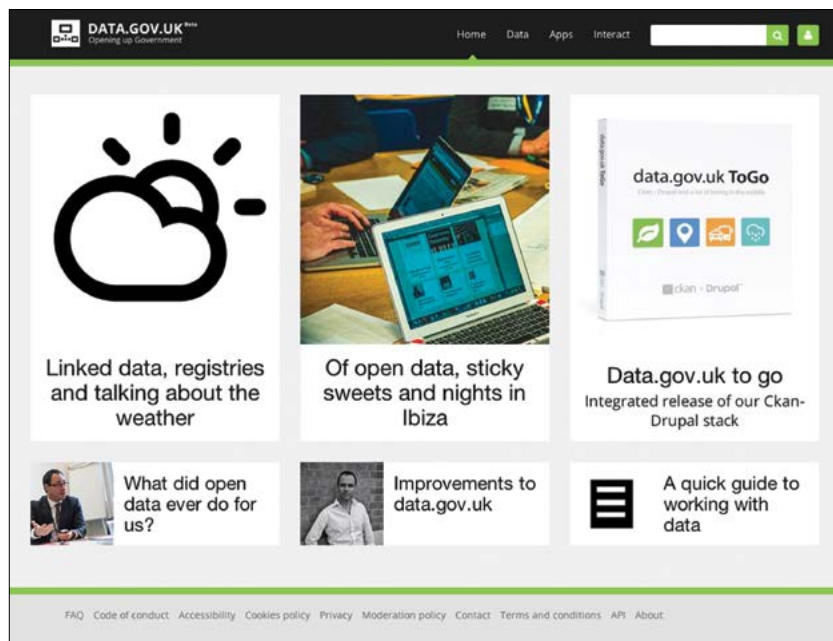
This greater level of interaction has huge potential to serve users better, helping get services right more quickly. But it also means the opening up of different types of accountability, sometimes personally-held, and sometimes experienced at junior civil service grades.

Users know our names, know what we do, and tell us when we've got it wrong. The Transparency Team is certainly not unique to government in this regard, but it feels like an experience likely to be replicated in other areas of government in months and years to come.

Open data has proven to be an important ally of public service reform. The opening up of data once restricted to use within the public sector creates opportunities for

innovative companies to find new insights and begin to provide complementary products and services. For instance, Ben Goldacre and Open Healthcare worked with analytics firm Mastodon C to analyse millions of lines of historical prescriptions open data. They graphically demonstrated where £200m of savings can be found within the NHS if particular GPs prescribed cheaper generic statin drugs rather than their branded identical alternatives. This appeal to innovative external talent through the provision of open data is also helping officials in the Cabinet Office get a better deal on contracts by encouraging more innovative small and medium-sized enterprises to bid for work using Contracts Finder and G-Cloud.

Open data is being used by public service reformers within government to help prise open bureaucracies and professions, to put more information in the hands of citizens, giving them more choice and a stronger voice in the public services they use. The widespread availability of open data on schools has prompted the Guardian GCSE Schools Guide which helps parents give a preference for the most appropriate schools for their children. Mark Barrett, an NHS official from Leeds who took on a new role in the city to promote the use of open data, produced a GP Ratings app in his spare time. It allowed patients to compare GP surgeries in their local areas, and included star ratings that indicated whether or not patients would recommend the surgery to others, the numbers of male and female GPs, and even indications of how helpful (or not) the receptionist teams are.



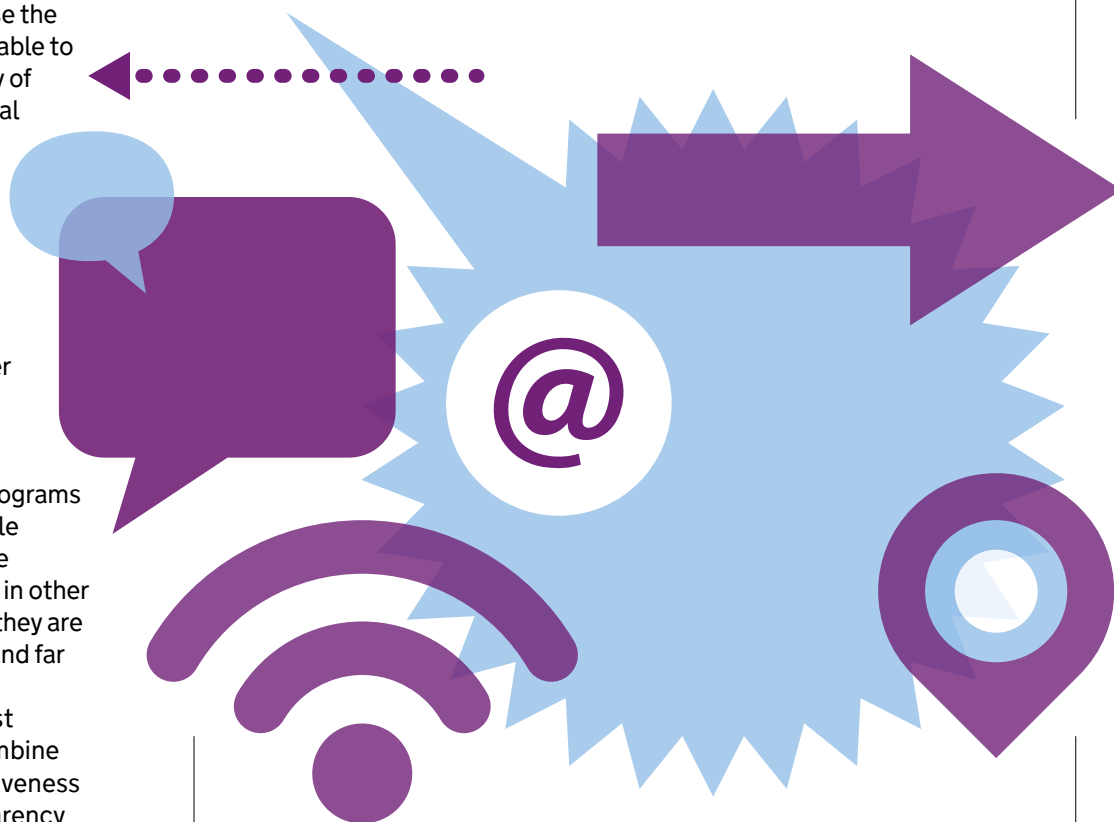
DATA.GOV.UK home page



Some civil servants are already trying to use the valuable data available to improve the quality of policy or operational work within government. For example, we know of policy makers that use data.gov.uk to access complementary datasets from other departments, and we hear about civil servants using the government organograms to find senior people and understand the business structure in other departments. But they are still relatively few and far between.

Perhaps the best opportunity to combine operational effectiveness and public transparency is in the fast-developing Performance Platform run by the Government Digital Service. This is helping service managers see the performance of their organisations better, and make changes in response. During 2014, the Platform will develop fast both in the number of services available, and the depth of data that it presents.

The lack of knowledge is in part due to the IT infrastructure within government. It is also due to the lack of coding skills necessary to use and manipulate the data in the most sophisticated ways. Reform measures have been introduced to fix the former issue and these are being implemented by the newly-formed Technology Leaders Network. And open data is a resource that can provide useful insight at many levels of expertise, even if that just means tracking down a useful table via Excel, or going



through the step-by-step beginners guide on data.gov.uk to learn how to visualise basic departmental data in a map. Policy makers in the civil service in the near future will routinely make use of data in this way to understand their subject and to explore alternative policy ideas.

The Transparency Team is trying to do something about this, according to Olivia Burman. “We help departments get open data out to the public. We also help departments understand the opportunities they have for using open data – and not just data specialists, but anyone willing to listen. Recently at the Ministry of Justice we talked to 60 people at an all-staff event. But that isn’t enough, so from this month we will be spending more time

embedded in departments, understanding their challenges and exploring how open data can benefit them.”

The UK currently leads the world on open data according to the Open Knowledge Foundation and the Web Foundation, both respected independent campaign groups. But we need to ensure that the transformation does not stop at Government’s door. More civil servants must step up and become creators with data, not just producers of data or passive consumers. And more of us need to embrace the levels of collaboration with citizens and expert communities that are now possible.

If you want to know more about how you can use open data, contact me on Twitter via @_OpenP or the Transparency Team at transparency@cabinet-office.gsi.gov.uk.

Opening up the energy debate

» The 2050 Calculator project has shown that, although transparency and openness can be challenging, they also have huge benefits. By Laura Aylett, Policy Analyst at the Department for Energy and Climate Change.



The simplified My2050 version of the calculator allows the general public to design their own vision of the future.

The policy problem facing the Department of Energy and Climate Change (DECC) in 2009 was immense. The Climate Change Act had just brought in the world's first legally-binding greenhouse gas emissions reduction target. The UK had to cut 80 percent of emissions by 2050, taking 1990 levels as a baseline.

These targets required a transition to a low-carbon economy. And that change would affect not just the type of power stations built in the UK, but also the decisions people make in their daily lives. With the technologies needed to achieve these targets still being developed, the best

way forward was unclear. Convincing policy makers and the public that the problem was challenging and complex, but also necessary and achievable, was just as important as coming up with a solution.

DECC's Strategy Unit was tasked with looking at how the UK would make this transition.

Taking a different approach

A book by Professor David MacKay, DECC's Chief Scientific Advisor, gave the team inspiration. *Sustainable Energy without the Hot Air* discussed the technical limits of each low-carbon energy source.

The Strategy Unit thought that an interactive version of Professor MacKay's book could allow users to decide whether to reach our emissions targets by building wind farms or nuclear power stations, by insulating homes or increasing access to public transport. This idea led to the 2050 Pathways Calculator, a publicly-accessible model of the UK's energy system that allows people to explore different ways of reducing emissions to help tackle climate change.

This was a radically different approach to traditional government modelling. Models are rarely published, meaning the assumptions




they make are not always clear. The team wanted to avoid this wherever possible. If an assumption couldn't be explained, or the data wasn't already published, it wasn't used.

Models are also usually designed to find an optimum pathway – perhaps the most cost-effective or efficient route – on which the Government can base its policy. The team didn't want to do this either. James Geddes, a Senior Adviser in the team, explains: "Government really likes models that tell us the answer, and people expect it from us. But the future is very uncertain. There's no way we can figure out a single true answer. We must understand the landscape of possibilities and understand the implications of decisions we make now."

Getting permission to publish was not easy. Economists in the Department were concerned about the Government putting out a model which might suggest unaffordable pathways. Policy teams were concerned about allowing options that weren't in line with current policy. Everyone was worried that pressure groups and the press would use it to cause embarrassment.

After three months of working with experts from other Government departments and industry, the team had built a first version. Shortly after, in July 2010, they published the full Excel model, a web-based user interface, and a report. A call for evidence published at the same time received over 100 responses from members of the public, academics and a variety of interested groups.

The anticipated risks of publishing this different type of model never materialised. 

Top transparency tips

- Be honest about the challenges Government faces, and accept that sometimes there isn't one right answer.
- Build in openness from the beginning. It is more difficult to reverse-engineer transparency. It is essential to record what you are doing and why as you go along.
- Use only publically available data. If the data is already available, publishing a model based on it is not very controversial.
- Keep control of the model. Outsourcing different sectors to different people can result in a lack of consistency and confusion later on.
- Consult, consult, consult. Talk to the experts and involve them at every stage. Your potential critics will be travelling with you on the journey.
- Publish the model as soon as you can. Accept that people will find problems, but it is better to find them early when they are easier to fix, and before policy is based on the work. You will have potentially thousands of people checking your work for free.
- Keep it simple. Experts have an understandable tendency towards complexity, but this can obscure the real issues.



Opening up the energy debate

The model was billed by DECC as a work in progress, so if errors were found, they could be corrected. And the team had already built trust with many potential critics when designing the model.

The press reaction was also largely positive. James says: “Journalists love a conspiracy theory, and this wasn’t a conspiracy. You might think the risks are higher by being open, but in fact they are lower.”

Jan Kiso, a Senior Policy Adviser in the team, says: “People wanted us to publish a ‘Government pathway’, but we resisted. Instead our report showed the common themes we’d learnt from using the calculator that could inform policy.”

Many of these themes have now become embedded in DECC’s thinking. For example the realisation that we may need to double our electricity use by 2050 is one of the inspirations for the current Electricity Market Reform programme, which aims to encourage investment in low-carbon generation.

By making the model open (both by publishing the numbers behind it, and also by leaving the results up to the user) the calculator has allowed people to engage with this complex issue in a practical way.

The world comes knocking

Since publication, the calculator project has taken on a life of its own. Sciencewise ERC, a resource centre for public dialogue in science and innovation funded by the Department for Business, Innovation and Skills, approached the team about building a more user-friendly version of the



The 2050 Calculator conference in China, in 2012



The DECC team helped Cape Town University build their own calculator

calculator aimed at children. Over 17,000 people of all ages have submitted their pathway through this My2050 website so far, giving a unique insight into how people think about energy and the trade-offs that we will need to make.

In 2011 the team was approached out of the blue by the government of the Belgian region of Wallonia, who wanted to build their own calculator. This experience showed that the model was flexible enough to be used for other countries. China soon followed, thanks to the support from the Climate

Change Network at the Foreign and Commonwealth Office (FCO). DECC and the FCO are now helping ten developing countries to build their own calculators and better understand what they can do to lower emissions. This project won the 2013 Civil Service Award for Analysis and Use of Evidence.

The team behind the calculator put this surprise success down to the model’s simplicity, flexibility and transparency – a level of transparency that was praised by the Macpherson



report into Government analytical modelling as setting “a new standard”.

Now the team is setting their sights even higher, by leading work on a Global Calculator, which will not only show what options are possible to reduce emissions on a world scale, but also the effect these choices would have on climate. By aiming this calculator at influential policy makers and business leaders, it is hoped it will help generate debate ahead of crucial climate change negotiations in 2015 when countries will try to reach a global deal.

“We are committed to making the Global Calculator open and to publish the full model,” Jan says.

Resources

More information on the project:
www.gov.uk/2050-pathways-analysis

My2050 website: <http://my2050.decc.gov.uk/>

David MacKay's book

Sustainable Energy without the Hot Air. www.withouthotair.com



Reform in Europe – saving our fish and chips

» The European Union Common Fisheries Policy had failed. Neil Hornby, Head of Sea Fisheries at the Department for Environment, Food and Rural Affairs, tells how the UK turned that failure round.

Fish and fishermen have been making headlines ever since the ‘Cod Wars’ in the 1970s. Fishing was in the news again last year, following the UK’s successful campaign to reform fundamentally European Union (EU) fishing policy, and achieve greater decentralisation from the EU to Member States.

The campaign was led by a team of policy professionals, lawyers and scientists from the Department for Environment, Food and Rural Affairs (Defra), working closely with civil servants from Scotland, Wales, Northern Ireland, and UKRep (the UK’s Representation to the EU in Brussels). It shows how a small expert team, with strong Ministerial leadership and the judicious use of celebrity endorsement, can influence Europe effectively. The result is a good outcome for fish, for fishing businesses and for smarter regulation.

Common fisheries policy

The EU’s Common Fisheries Policy (CFP) began life in 1983 with two broad goals: to protect and increase Europe’s fish stocks, which were at risk from overfishing, and to safeguard fishing businesses and the local communities that depended on them.

Despite the complex rules and regulations the CFP put in place, 88 percent of EU fish

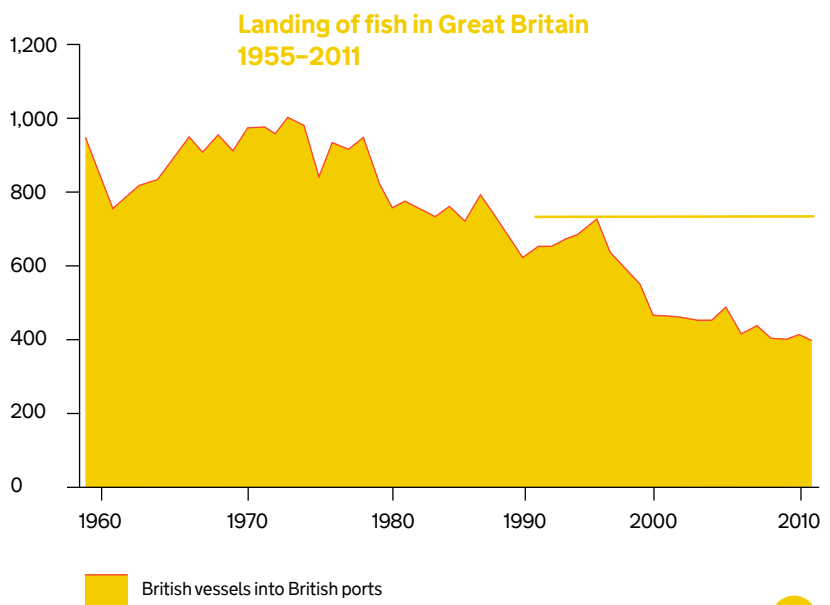
stocks were still overfished by 2009, with 30 percent of stocks at risk of collapse. Since the introduction of the CFP, the number of UK fishermen had reduced by around 40 percent, the number of fishing boats by 25 percent, and UK fish landings had dropped by 45 percent.

The CFP clearly wasn’t achieving its goals. Andrew Clayton, Head of the CFP Reform team in Defra, explains why not: “First, EU quotas were being set too high, often under political pressure to secure short term economic benefits for member states’ struggling fleets. The second problem was that in order to stay within the quota rules, fishermen routinely had to throw

dead fish back into the sea. Often these were young fish essential to the recovery and future growth of the fish stock. A third problem was the EU’s one-size-fits-all regulatory approach to fisheries management. The same rules applying from the Arctic to the Mediterranean. So the flexibility to respond quickly to local needs and changing circumstances just wasn’t there.”

Influencing the European Commission

In 2010, the UK Government set itself the objective of reforming fundamentally the CFP, to support sustainable fish stocks, a prosperous



fishing industry and a healthy marine environment. The Defra team, working with UKRep, had to make that happen.

The team's first goal was to try to ensure the European Commission came forward with a sufficiently ambitious reform proposal. Building on the work of the previous Government, UK Ministers set out to secure early political buy-in from EU Commissioner Maria Damanaki to key UK objectives. Defra and UKRep officials then worked closely with their counterparts at official level in the Commission, and with those in like-minded Member States, to influence the drafting of detailed proposals. This can be key to securing effective outcomes in Europe – the person holding the pen often has a significant influence on the outcome.

As well as these diplomatic efforts, the Defra team recognised the importance of public opinion. They worked with groups outside government that were pressing the case for far-reaching reform. Hugh Fearnley-Whittingstall's Channel 4 'Fish Fight' series publicly highlighted the wastefulness of discarding fish, drawing on work Defra had been supporting for several years. Defra scientist Dr Tom Catchpole even appeared on television alongside Hugh. This publicity, backed up by work from the wider non-governmental organisations and fishing industry community, helped create the political momentum for an ambitious reform package.

When they came, the Commission's reform proposals in July 2011 went a long way to addressing two of the

three core failings that the UK had identified. For the first time there would be a legal requirement that quotas should be set at sustainable levels and that discarding should come to an end. This looked like a good basis to start negotiations. But there was more work to do on the overly-centralised EU approach to fisheries management. The Commission's proposals did little to address the problem.

This was of central importance to UK and devolved Ministers. Securing a more flexible and responsive process, which delegated a much greater decision making role to Member States, was a high political priority.

A decentralised solution

Defra civil servants developed a new model of decentralised decision-making, with the intention of using the EU negotiations to build support for this approach. They began by looking at experience from the Baltic Sea, where countries had started meeting to discuss local fisheries management issues. But the UK's proposals went further, suggesting that management decisions should be delegated from the Commission to regional groupings of member states. This would allow key decisions, appropriate to local circumstances, to be taken quickly at regional level rather than through a lengthy process in Brussels.

Angus Cragg, Senior Policy Adviser in the CFP Reform team explains the proposed new model put forward by the UK. "Under

this 'regionalisation' model, shared strategic goals would continue to be set at EU level, but day-to-day management would be delegated to Member States. Countries whose fishing vessels operate in the same sea area, like the North Sea, would come together to decide on the most effective management measures in their area. These decisions could then be transposed directly into EU law, or put in place through national legislation."

The team worked hard to explain and debate the approach at the weekly official level working groups in Brussels and at the monthly Ministerial Fisheries Councils. Officials and Ministers speaking regularly to their counterparts behind the scenes, made the case for the decentralised approach.

James How, First Secretary Fisheries in UKRep, represented the UK at all of the working groups. "Whilst the relentless pace of working groups and Councils was challenging at times, there was a real team spirit, and a shared objective that made it a very enjoyable experience."

As part of this strategy, the UK worked very closely with Denmark, who held the EU presidency in the first half of 2012. This, together with wider bilateral engagement, helped to secure the inclusion of core elements of the UK model in the first compromise text on CFP reform, provisionally agreed by Ministers in June 2012.

Having a clear, well-evidenced case is important for EU negotiation. But radical reform requires a strategy, huge determination, and the investment of



Reform in Europe – saving our fish and chips

significant time and energy in face-to-face discussions. Both officials and Ministers have to work with key contacts in the European Commission, with other Member States and with the European Parliament.

Influencing the European Parliament

Under relatively new rules in the Lisbon Treaty, the European Parliament acts as co-legislator with the European Commission in fisheries policy. This meant their agreement was needed for the UK's decentralised model.

The Defra team's attention turned to the European Parliament during autumn 2012, as the debate on the proposals began. The team spoke directly to Members of the European Parliament (MEPs), especially those on the Parliamentary Fisheries Committee, throughout the process. They provided direct briefing and advice to MEPs ahead of key debates and votes, both to UK MEPs and MEPs from other countries, especially those in political groupings



Defra's top tips for success in European negotiation

- Have a clear vision/plan but be flexible
- Invest time in building relationships and forging alliances
- Get in early – with the Commission, Member states, European Parliament and Members of the European Parliament
- Negotiation is a team game – your team needs the right expertise, senior officials and Ministers - think about how to deploy them
- Understand what others think and why
- Understand the impacts – to inform your negotiating position
- Be prepared – towards the end of the process there will be tight deadlines, unexpected moves and difficult choices
- Public opinion can be critical
- Be accountable – you need to explain the impacts and outcome to the UK Parliament and others
- Perseverance works...



where the UK is not directly represented.

This involved new ways of working for many in the Defra team. Ruth Willis, Policy Adviser in the CFP Reform team, who led on relationships with the European Parliament explains: “Such direct and regular contact between civil servants and elected politicians of all parties wouldn’t happen in Westminster. But is just part of getting things done in Europe. Being available to discuss policy issues directly with MEPs and provide advice on UK Government priorities, all while being aware of wider political sensitivities, required the team to develop new skills in order to be influential.”

After initial scepticism, more and more countries began to see the benefits of the regionalisation approach and the opportunity it gave them to have a greater decision-making role. In crucial meetings of Fisheries Ministers in March and May 2013, the UK team secured agreement that its regionalisation proposals would be prioritised. And when agreement to a final CFP reform package was reached between

the Council and European Parliament in June 2013, it included the new UK model for decentralised decision making.

A new approach

The new Common Fisheries Policy was formally approved on 10 December 2013 and became law on 1 January 2014. The new regionalisation process is already starting, with countries around the North Sea and to the west of the UK coming together to agree how best to manage their fisheries. This will give member states a much stronger role, within a much less prescriptive EU framework.

This approach demonstrates how a more responsive and flexible EU could operate. It shows that reform can be achieved even in areas of exclusive EU competence, like fisheries, and how the UK Government can regain a greater decision making role. But it relies on the expertise and excellence of our negotiating teams, and knowing how best to work successfully in Europe.

“*For years people said the Common Fisheries Policy was beyond reform. In Britain we have seen our fish stocks depleted and profits diminished, while our fishermen have been tied up in bureaucratic knots.*

Yet in June we led the way on a historic agreement that will transform fishing practices across Europe, and end micro-management from Brussels, massively benefiting our fishing industry and our marine environment too. –

The Deputy Prime Minister,
Nick Clegg,
8 October 2013



100,000 genomes

» In December 2012 the Prime Minister announced an ambitious plan to sequence the genomes of 100,000 NHS patients over the next five years. To meet the ambitious target, the Department of Health has established Genomics England. By Professor Dame Sally Davies, Chief Medical Officer, and Dr Mark Bale, Deputy Head of Health Science and Bioethics Division, Department of Health.

In December 2012, the Prime Minister announced a plan to sequence the whole genomes of 100,000 NHS patients and use this to push forward understanding of diseases and to inform the treatment of patients with rare diseases, cancer and infections.

“ It is crucial that we continue to push the boundaries and this new plan will mean we are the first country in the world to use DNA codes in the mainstream of the health service. – The Prime Minister, 10 December 2012 ”

Without wishing to over-exaggerate, there are parallels with US President John F Kennedy's public commitment in 1961 that his government would land a man on the moon by the end of the decade. The President made this commitment before NASA had successfully sent an astronaut into orbit. Huge technical challenges had to be overcome, and significant advances had to be made to achieve a moon landing.

The Prime Minister has laid down a similar bold challenge in the field of life sciences. There

has not been a whole genome sequence for any NHS patient in the UK to date. The machines of the current market leader that sequence whole genomes to clinical quality cost around £500,000 each. If all 50 of these machines in the UK were put to work sequencing the 100,000 genomes, it would take eight years. Meanwhile, the genome sequences will need to be linked to patient data, diagnosis, treatment and response.

The Department of Health (DH) has established a wholly-owned company, Genomics England, to overcome these challenges and deliver on the Prime Minister's commitment.

What is a genome?

Most of us know something about genetics, the study of the way particular features are inherited by children through genes contributed by their mother and father.

In healthcare terms, genetics is a medical speciality that deals with inherited disorders. These may be common and relate to changes in single genes, like Cystic Fibrosis or Muscular Dystrophy. Or they may be more complex due to the spontaneous changes in more than one gene – sometimes whole chromosomes, as in Down's Syndrome.

At present, the NHS

diagnoses genetic conditions by testing for single changes, known as mutations in a gene. They often sequence (decode) the four letters of DNA in a whole gene or several genes. Genetic testing is also proving vital in understanding the genetic changes in tumours and the origins of, and risks from, infectious organisms such as E.coli O104:H4 which caused a food poisoning outbreak in Germany in 2011.

By contrast, focus group research conducted for DH in 2012 showed the public's understanding of genomics is very limited. Some just said "I've never seen that word before". Our favourite question asked was: "Is it the economics of genetics?"

Actually genomics is the study of genomes; and a genome is all of the genes in a cell, all of the DNA that codes for a human (or mouse or elephant). Genomics relates to the way that all of the different combinations of genes interact to determine the characteristics of an individual.

Whole genome sequencing

There are a large number of research initiatives around the world aimed at sequencing partial or whole genomes. Many of these projects, such as the the Wellcome Trust funded UK10K Genomes project,



have looked at sequencing different healthy populations worldwide, or focused on people who are over 100 years old. Others have focussed on particular diseases, such as the International Cancer Genome Consortium. Most focus on the small part of the genome that codes for proteins, known as the exome. UK investment in genomic research this century, led by the Wellcome Trust, has put us at the forefront of genomics research internationally.

Sequencing a genome for research purposes, however, is a totally different prospect to sequencing for a clinical diagnosis. Genome sequencing is inherently prone to errors. It requires the DNA to be broken into thousands of pieces, probed through complex chemical reactions and then re-assembled like a giant jigsaw puzzle so it can be compared with a reference genome map to highlight the differences. During the sequencing process each DNA letter is assigned a value depending on how confident

the software is that it is correct. For research purposes it is often sufficient for each letter to be tested (read) five times. However, for clinical use each letter has to be read many times, even up to 100 times to help diagnose tumours. This dramatically increases the cost and the data challenges.

Sequencing whole genomes to clinical quality at this scale is not routine anywhere in the world. Although there are around four or five promising technologies, currently the market leader is Illumina (a US company that uses Cambridge technology developed in the UK). There are approximately 50 of these machines in various UK laboratories, with a further 100 in the USA and 100 in China. The current quoted cost of a clinical whole genome is around \$3-5,000, and although price reductions and new entrants to the UK market are already being catalysed by early pilots, Genomics England does not yet have the budget to complete the 100,000 Genomes project. We need sequencing to become

more affordable and further external investment to develop firm delivery plans.

The data challenge

The sequencing of a whole genome is relatively easy compared to the handling of the resulting data. Each 'raw' sequence is over two terabytes of information, more than would fit on 500 DVDs. With processing this can be reduced to less than 300 gigabytes, or just over five DVDs. Once the variation from the reference genome is calculated this shrinks to around one gigabyte of information, mapping millions of differences between the patient's genome and the reference genome.

Once we have the information, the challenge is then to interpret the significance of the differences and arrive at a diagnosis of the patient's condition. The vast majority of these differences are harmless natural variations between individuals. Some of the differences will be obviously



100,000 genomes

harmful – for example those recognised from other patients or from experiments in genetically modified laboratory animals such as mice, fish or fruit flies. But the vast majority are not fully understood and may only give clues about areas for further investigation or research.

Our lack of understanding of the majority of the expected differences is the main reason why the 100,000 Genomes initiative is so important. By combining patient's whole genomes with their anonymised medical records we can create a vital resource, open to carefully controlled access by researchers. These include academic researchers looking for basic understanding of genetic changes as well as companies researching new therapies or diagnostic tests. But perhaps most importantly, the data could provide an opportunity for novel data mining to develop new ways of visualising the patterns between different genes, genomes and clinical syndromes. The Prime Minister's vision is one where the UK is the leader in a new industry, developing

personalised, or precision, medicine from genomic and health data to help patients.

Genomics England

DH civil servants have been active every step of the way to deliver this challenging initiative, leading a number of key work areas on the science, data and ethics, together with an analysis of the most appropriate delivery vehicle and assurance framework. DH established Genomics England (GeL) in June and appointed Sir John Chisholm as Executive Chair. He is Chair of NESTA and formerly Chair of the Medical Research Council, GeL is responsible for procuring the sequencing capacity, the data architecture, and the necessary tools to securely store and interpret the 100,000 sequences and allow access for clinicians and researchers.

Sir John's initial aim is to develop and launch the pilot phases of the programme that will deliver a large number of whole genome sequences. This will help to drive competition

in the sequencing market, reducing prices, encouraging new facilities to locate to the UK, and helping identify solutions to the data challenges. Genomics England has already developed a partnership with the University of Cambridge, and started on the plan to sequence 10,000 rare disease patients. A collaboration with Cancer Research UK was announced in September 2013 to sequence 3,000 cancer patients. This will involve the sequencing of both the tumour genome and the patient's normal genome to identify the mutations that caused the cancer. In total Genomics England is committed to delivering 8,000 whole genomes sequences by spring 2015. The scale and speed of these pilot phases exceeds any other clinical whole genome initiative in the world.

Ethical challenge and public confidence

The development of genomics since the start of the Human Genome Project has involved a detailed debate around the ethical concerns, particularly around privacy, and fears about the misuse of data. Many of these have been addressed through policy initiatives such as making it a criminal offence to test DNA without consent, a moratorium by the insurance industry on accessing genetic test results and a recent updating by Dame Fiona Caldicott of the principles around patient data confidentiality.

Since the 100,000 Genomes project promises the integration of genomics research into the mainstream of the NHS there is a vital role for Genomics England and DH to play in ensuring public trust and confidence. The Prime Minister's announcement said that I,



The report recommended five core principles to guide the programme:

- The programme should bring benefit to current patients, future patients and to the NHS.
- The findings should be available to patients in the NHS, and drive improved diagnosis or care within the NHS.
- Data access should be subject to a transparent and accountable governance process and made in the public interest.
- Consent by participants should be based on an understanding of the implications of participation for themselves and of this programme more broadly.
- There should be a well-designed and comprehensive programme of public engagement.

Professor Dame Sally Davies, as Chief Medical Officer would be responsible for overseeing the interests of patients in matters of science, data security and ethics. Immediately after the announcement I established three rapid working parties which reported in March 2013. The Ethics Working Party, chaired by Professor Michael Parker from Oxford, concluded that an appropriate and rational approach to ethical issues would be vital to maintain public trust and confidence. This should build on, rather than duplicate, existing good practice drawn from other projects.

These principles have been

accepted. Genomics England's first phase relies on patients who are already recruited for clinical research, but the main sequencing programme will involve patients being referred by NHS clinicians. The Prime Minister's announcement emphasised that this project would require explicit patient consent and that all information would be handled in line with other NHS safeguards. Genomics England has established an Ethics Advisory Group, chaired by Professor Parker, which is developing the core policies that will be crucial to the successful delivery of the programme.

As well as the individual

patients, the Government is keen to ensure that the wider aspirations of the public are included. Genomics England has already started holding public events and has plans to work closely with the established expertise such as Sciencewise, the Wellcome Trust, and the Medical Research Council. One of the key challenges is to try to demystify genetic testing, genome sequencing and other diagnostic testing or screening. But perhaps the main challenge is to reassure patients about how their data will be protected, and to build trust that those accessing the data are vital to helping to understand and derive benefit from the complex information in human genome sequences. This will need to address the evident concerns by some patients about access for the development of commercial products such as medicines or diagnostics.

A history of advancements

The UK has played a central role in the development and application of the life sciences, from the identification of the structure of DNA in 1953, the discovery of methods for sequencing DNA in 1977 (by Sir Fred Sanger who died recently), to the mapping and sequencing of the human genome in 2001.

The Prime Minister's 100,000 Genomes initiative is part of a much wider programme to build on this history of achievements and our current strengths in academia, the infrastructure of the NHS, and our partnerships in the life sciences industry. As the 100,000 Genomes project progresses we plan that the UK will stay out in front, in the lead in this, a new life sciences field.

Cutting the tape

» Years of accumulated regulations are hindering growth and personal responsibility. The Red Tape Challenge has used some new techniques – and some old ones – to cut the statute book down to size and target 3,000 regulations for reform, saving business over £800 million a year. Civil Service Quarterly talked to Neil Smith from the Red Tape Challenge team.



Did you know that there used to be 30 guidance documents and hundreds of pages covering our wildlife protection laws for bats alone? Working out what you could do about the bats in your belfry might have taken you hours, or you might even have given up. Clearly something needed to be done.

The Government wants to help promote growth, enhance personal freedoms, and help people take more responsibility, whether that's for starting a business or changing their behaviour. Good regulation is a good thing. It protects consumers, employees and the environment; it helps build a more fair society and can even save lives. But over the years regulations – and the inspections and bureaucracy that go with them – have piled up and up.

The Prime Minister launched the Red Tape Challenge programme, a programme jointly led by the Cabinet Office and the Department for Business, Innovation and Skills (BIS), in April 2011 to reduce and reform the stock of inherited regulation. As Will Cavendish, Executive Director of the Cabinet Office Implementation Group and

Senior Responsible Officer for the programme says,

“The idea was to take a truly fundamental look at the thousands of regulations impacting businesses and go about improving them in an innovative way, insofar as that is consistent with maintaining our social and environmental objectives.”

In the words of the Minister for Government Policy, Oliver Letwin, “We asked ourselves, ‘What are the unnecessary

burdens on businesses that have been created through primary and secondary legislation, enforcement inspection, the overlapping of authorities, poorly designed decision systems and so on?’ The Red Tape Challenge was set up as an opportunity for front-line businesses and individuals to report on those.

“As we have been working through this over the past three years intensively, we have discovered that there is a lot of clutter in the system. Some of that is in the guidance, some of it is in the regulations and some of it is on the statute book.

“The aim here is not deregulation as some sort of end in itself; it is that we are trying to make our economy and our society function better. The purpose is not an ideological measure to do something called deregulation, but to have a real-life effect of making it easier for people to go about their business.”

The programme has made considerable progress since it began, including reducing guidance on wildlife protection laws concerning bats to just one document that makes your legal obligations very clear. That's also good news for the bats – if it's easier for people to find out how they look after the environment, they are more likely to do so. Defra expect to reduce their entire volume of environmental guidance by over 80%.

The Red Tape Challenge has also led to employment tribunal reforms expected to deliver £40 million of savings per year to employers. And planned reforms to environmental regulation are expected to save business at least £1 billion over ten years, while keeping important protections. 84 percent of health and safety regulations will be either scrapped or improved. As part of this, Government

has stopped health and safety inspections for low risk businesses, and changed the law so employers are now protected from civil health and safety claims unless they have acted negligently. The Deregulation Bill will mean health and safety law will no longer apply to many self-employed people.

Previous Governments have tried to reduce the amount of regulation. They were largely unsuccessful. The Red Tape Challenge has tried to learn from this, and do things differently.

'Crowd-sourcing' to generate ideas

The most obvious attempt to do things differently is the use of 'crowd-sourcing'. Simple descriptions of each regulation were posted online. Visitors to the Red Tape Challenge website could then say which regulations should be scrapped, improved or kept.

Neil Smith, part of the joint team made up from staff in Cabinet Office and BIS, talked to Civil Service Quarterly about the process. What were the benefits of crowd-sourcing like this?

“It's cheap, and open. Anyone can comment as long as they have access to the internet. There is moderation to ensure people aren't being rude or writing gobbledygook, but that's it. You can say whatever you like, and you can comment on other comments as well.”

Over 250,000 people have visited the Red Tape Challenge website, leaving almost 30,000 comments. “We've developed a tool that has been very effective at generating ideas, areas for investigation, areas for challenge.”

Cutting the tape

Comments from the Red Tape Challenge website

“The counterpart paper driving license should be scrapped. All the necessary information could be easily contained on the photocard licence. It acts merely as a bureaucratic block to people trying to do things. There is no ‘paper counterpart’ to a bank card or passport. This is because it is a totally unnecessary piece of bureaucracy.”

What has happened since:

A number of ‘paperless driving’ reforms were announced in December 2013, which included removing insurance checks when getting a tax disc and removing the requirement for annual Statutory Off Road Notification renewals (1 million repeat SORNs were made in 2012). The scrapping of the paper counterpart to driving licences needs complex IT change and will come in 2015.

“As a Musician’s Union member I am of the opinion that the inclusion of regulated entertainment (live music) in the Licensing Act 2003 is not necessary and that its inclusion has greatly increased bureaucracy for very little benefit to the licensing objectives.”

What has happened since:

Many live music events are now exempted from licensing, helping grass-roots musicians. On-licensed premises no longer need a licence for recorded music up to 11pm for up to 500 people. Community venues such as village halls, church halls, community centres, and local authority owned venues will be able to host their own events, free from all entertainment licensing requirements, between 8am-11pm.

Of course, the very success of crowd-sourcing creates its own problems. How does the team handle that many comments?

“We worked with departments to wade through very large numbers of comments, categorising, organising, looking for common issues or simply looking for good ideas. Our approach was to treat every comment as valid until it was shown that it wasn’t. There might

be one, very short statement on a subject, badly written but really worth investigating. Conversely, lots of comments on an issue might only count as one idea.”

There are limits on what the team can do, however. Neil’s background is in community engagement and web design, and he says one of the first principles of engagement is you must find ways of giving feedback. “We just didn’t have,

and don’t have, the resource to do that. At a superficial level you could say that’s been a weakness in the process. After a huge spike to start with, the number of comments received has dropped away. But a deeper analysis of it shows that we were still getting useful comments until the last theme and, increasingly, good email submissions.”

As well as sourcing comments via the website, the Red Tape Challenge team and departments have engaged with businesses face-to-face, establishing contact with industry leaders and making them sector champions who spread the word amongst colleagues. The team also convened groups of representatives from businesses to discuss ideas in more detail and ensure that the original ambitions remain on track through to implementation. This has all injected vital evidence from the front line, beyond the ‘usual suspects’ Government has traditionally talked to.

“It is great to see that the extensive Red Tape Challenge work on Company Law is turning into results. Many of the suggestions made by respondents have led to helpful changes in the ways proprietors of small and medium sized businesses can interact with Companies House and HMRC. – Chartered Accountant at Baker Tilly Tax and Accounting Ltd, and company law sector champion, Danielle Stewart



Challenging departments to think differently

The Red Tape Challenge team has also been trying something different to push through deregulatory change. Once comments and evidence have been gathered, a challenge process begins. Often this starts in the department. The Department for Transport were the first to introduce 'Tiger Teams', groups of senior staff from across the Department, to challenge policy teams to go further in their deregulatory proposals.

The Red Tape Challenge team works with the departments who own the regulations, analysing the comments sourced via the website. This analysis informs a meeting where the Minister for Government Policy and the Minister for Business can challenge officials face-to-face – a so-called 'Star Chamber'.

Neil is adamant when he says: "The Star Chamber is the key process. Departments send senior staff to these meetings; but what is really valuable is having the people at lower levels, the people who really know the detail. The Ministers provide the challenge necessary to make the sessions bite, to make them have some impact.

"We understand that we're doing something really difficult, and just saying "It shall be so" is not enough. You need to be able to work it through. So we talk about high challenge, but high support. If I'm really going to challenge you to change, then I also need to make sure that I really support you."

The Star Chamber sessions can be difficult, but they aren't intended to undermine civil servants. "We want to be fair to

each other, and do a thorough job. So liaison, all the way down the line, is really important. That is stock Civil Service work: building good relationships, influencing, persuading, encouraging."

Steve Darling, Better Regulation Team Leader at Defra, feels that the challenge aspect of the programme has been beneficial. "The Star Chamber has been pivotal to the success of the whole initiative. It is often thought that civil servants are risk averse. The Star Chamber provides an unusual space to challenge the status quo, and works best when civil servants engage openly and constructively."

The future of the programme

A lot of work has already been done in a short space of time by both a lightly -resourced project team and resource-challenged departments.

But there is more to do. The team's main public target was to identify 3,000 regulations to abolish or reform by Christmas 2013 and publish the full list of reforms by the end of January 2014. The work to make them a reality on the ground will continue for the rest of the Parliament, with some 800 reforms implemented to date that are already saving business £300 million per year. Total savings for business are expected to be more than £800 million.

The model and its successes so far have started to draw attention from around the world. Among many others,

the Governments of France, Denmark, Austria, Poland and Sweden have been in touch with the team. Beyond the EU, the Governments of South Korea, Vietnam, Mexico, Norway and India have shown an interest. There have been echoes of the Red Tape Challenge abroad, with a number of EU Member States undertaking reviews of their existing stock of regulation. The European Commission took a similar approach when it consulted small to medium sized businesses online to identify the top ten areas of EU regulation which place the highest burdens on small to medium sized businesses.

But once regulations have been reduced, what will stop them building up again over time? The challenge remains to achieve policy outcomes without reaching for the statute book. To manage the flow of new regulation, a 'one-in, one-out' rule was introduced in January 2011, where any new regulation created had to be offset by a reduction of regulation of equivalent cost to business. From 1 January 2013 an even more challenging 'one-in, two-out' rule was introduced, under which departments must find two pounds of saving for every pound of extra cost to business.

As Neil admits, "There is still more to do, and it is not an overnight task to change the culture of how we develop and manage regulation. But I like a challenge; that's why I keep doing what I'm doing!"



Catapulting new technologies from ideas to reality

» To compete successfully in tomorrow's global knowledge economy, technological innovation is vital. James Easey from the Technology Strategy Board explains how £1.4 billion of public and private investment is helping the emerging network of Catapult centres shape this country's innovation landscape.

In his influential report published four years ago, *The Current and Future Role of Technology and Innovation Centres in the UK*, technology entrepreneur and venture capitalist Hermann Hauser argued that there was a gap between business, the research community and Government in the UK. This gap was hindering knowledge exchange and making it harder for interesting new concepts to become commercial successes.

As Hauser so clearly stated: "The UK has a science capability second only to the US: an undoubted source of competitive advantage. However it falls short on translating scientific leads into leading positions in new industries."

The solution that Hauser put forward was investment in an elite group of Technology and Innovation Centres that would exploit the most promising new technologies, where there was genuine potential for the UK to gain a competitive advantage. He pointed to international examples where countries' industrial bases have benefited greatly from similar infrastructure investment, such as Taiwan, Germany, South Korea and the Netherlands. In Taiwan, for example, Hauser says the establishment of the Industrial Technology Research Institute has been inextricably linked with the development of its semiconductor industry.

Catapult centres

The Hauser Report gained widespread acceptance, and new centres were announced by the Prime Minister in 2010 to serve as business-focused intermediaries, intended to bridge the gap between business and universities.

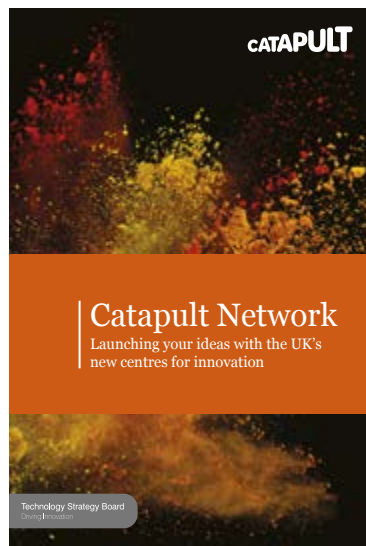
Chief Executive Iain Gray and his team at the BIS-funded Technology Strategy Board, were ready to turn the PM's announcement into reality. "As the UK's innovation agency, we were very keen to drive forward the Catapult initiative, which offered a high degree of synergy with our other activities that stimulate and support innovation for the benefit of UK

businesses," said Iain.

"From the very start of the process we worked closely with business, academia and researchers to shape the proposals for the new network of elite technology and innovation centres. We engaged more deeply than ever before with these key stakeholders, involving thousands of people in a very short space of time. I believe that these strong partnerships we forged during this period are absolutely critical to the long-term success of this exciting programme."

These 'Catapult centres', so called to express their energy, direction and sense of purpose, are physical centres for innovation, helping to turn great ideas into reality. They provide easy access to the kinds of world-class research and development facilities and expert staff that would otherwise be out of reach for many businesses in the UK. Each Catapult is focused on an area in which the UK has genuine potential to generate growth in strategically important global markets.

The Technology Strategy Board, sponsored by the Department for Innovation and Skills, provides core public funding for long-term investment in infrastructure, expertise and skills development. However this is only one source of investment. Over time





Engineers demonstrating the fully immersive virtual reality CAVE at the Manufacturing Technology Centre. This state-of-the-art technology means engineers can test complex processes without time-consuming and expensive investment in hardware and plant.

the centres expect to receive broadly equal funding from business-funded research and development contracts, won competitively, and from collaborative research and development projects, funded jointly by the public and private sectors, also won competitively. The Catapults programme represents over £1bn of private and public sector investment over the next five years.

This funding model is similar to the well established network of Fraunhofer institutes in Germany, first set up in 1949 and now comprising a network

of 60 institutes that play a vital element in Germany's industrial and scientific landscape. There is one clear difference: whereas the Fraunhofers are linked to a single university, with a lead professor in charge, the Catapult centres have been established as independent, business-led organisations with leadership teams drawn primarily from industry.

This important distinction fits the reality of the UK innovation landscape, where the centres are business-focused, with the expertise and capacity to maximise the potential commercial benefits of their

technologies, working closely with the UK's world-leading research base.

Sir Andrew Witty's 2013 review of universities and growth delivers a strong message about the role of universities in the economy. Simon Edmonds, Director for the Catapult Programme, comments: "The Catapult network is well placed to help deliver aspects of the Witty Review and the network is committed to stepping up their engagement with the research base.

"We've got an excellent foundation to build on as there is a huge amount of



Catapulting new technologies from ideas to reality

research base collaboration going on already. Each one of the Catapults has top-level representation from the Higher Education/research sector either on their boards, within their teams or advisory groups. Now is the right time to extend and deepen these links as the capabilities in the seven centres continue to increase.”

A good example of existing collaboration is the Cell Therapy Catapult’s work with Loughborough University. The two organisations are developing robust processes and new manufacturing and delivery techniques, removing the barriers associated with turning cell-based therapies into products, and providing training and skills development. David Williams, Professor of Healthcare Engineering at Loughborough University, said, “The Cell Therapy Catapult is playing an important role in making the UK cell therapy industry a world leader, and the university is pleased to establish this relationship. As new manufacturing technology is developed collaborations like this will help grow the sector and ensure that our research is informed by the needs of the industry, as well as providing training and employment, helping the university and the EPSRC (the main UK government agency for funding research and training in engineering and the physical sciences) meet many of their aims.”

High Value Manufacturing Catapult

The most established Catapult is High Value Manufacturing – itself a network of seven technology and innovation centres spread across the UK, employing 1,100 engineers, technicians,



The Manufacturing Technology Centre has unique capability and expertise in Rotary Friction Welding (RFW). The centre has invested in a new generation of RFW machines rated at 125 and 300T forge load.

scientists and other staff. Its administrative hub is run by a core team of eight full-time and part-time staff, based in Solihull.

Over the last 12 months the Catapult has run 857 projects with 1,087 private sector businesses in areas ranging from development and testing of materials and products to designing and implementing manufacturing process improvements. The Catapult engaged with over 1,600 small and medium-sized enterprises (SMEs) during this period. With an innovation order book in excess of £218m, industry demand for the services of the High Value Manufacturing Catapult is clearly strong.

For example, the Centre for Process Innovation has been helping Plaxica, a spin off SME from Imperial College London, specialising in the production of bioplastics - plastics made from natural feedstock such as sugar – and cellulosic-based materials. Plaxica's aim is to reduce the reliance upon oil-based products by using processes that are more sustainable and environmentally friendly. The Centre for Process Innovation support included development and scale-up of the production process from bench to pilot-scale, laboratory facilities and extensive technical and analytical support. Plaxica now run two laboratories from the Centre for Process Innovation's Wilton centre and have recently launched their own pilot plant at Wilton.

A joint team from Rolls-Royce and the Manufacturing Technology Centre has also been working to develop a new pre-production process for Advanced Blade Casting. The team has achieved significant productivity improvements and, as a result,



With over £1 billion of private and public sector investment, Catapults are driving jobs and growth across emerging technology areas such as High Value Manufacturing, Cell Therapy and Transport Systems. Through our Industrial Strategy the growing network of Catapults are working alongside businesses, helping them to commercialise new innovations and turn their ideas into reality. That is why we are continuing to invest in them with two new Catapults planned in Stratified Medicine and Energy Storage that will help boost innovation in the UK and beyond. – Vince Cable,
Secretary of State for Business, Innovation and Skills



an Advanced Blade Casting Facility is currently under construction for Rolls-Royce at the Advanced Manufacturing Park, Rotherham, on the site of the old Orgreave Coke Works. When completed this facility will employ 150 staff and deliver 100,000 castings a year.

Steven Halliday, Rolls-Royce Partnership Co-ordinator, said: "Rolls-Royce were involved in the very earliest stage of the High Value Manufacturing Catapult. We were very strongly supportive of turning the existing UK manufacturing research centres into the first Catapult. We saw the Catapult as a key catalyst for collaboration between business and the research community, and for the growth of the existing UK manufacturing research base. It is important that High Value Manufacturing businesses can access industry-scale equipment and processes away from the pressure of our factories, in an environment where we can research, trial and develop."

Six centres have been established so far in addition to the High Value Manufacturing Catapult: Cell Therapy, Offshore Renewable Energy, Satellite

Applications, Connected Digital Economy, Future Cities and Transport Systems. A further two centres will also be created, focusing on energy systems and on diagnostics for stratified medicine, opening in 2015.

The Technology and Strategy Board believes that more and more businesses, large and small, will be able to benefit from access to the Catapult centres in their sectors. The Cell Therapy Catapult has announced significant collaborations with organisations such as ReNeuron, one of the UK's leading cell therapy companies, and with global giants such as GlaxoSmithKline plc. At the other end of the scale, the Satellite Applications Catapult has developed a successful programme of Hackathon events aimed at start-ups, entrepreneurs and existing small businesses.

For the 1,100 staff involved now in the work of Catapults, it is a very exciting journey. There is a shared view that by building a bridge between the UK's world-leading research base and business, the Catapults are helping to drive economic activity for years to come.

The entrepreneur hunters

» The UK is one of the best places to set up and grow a business, says Marian Sudbury, Director of Global Investment Operations at UK Trade & Investment. Working with partners across the private sector, UKTI is spreading that message throughout the world, targeting established entrepreneurs, financiers and the next generation of high fliers.

Britain has a long and proud history as a hothouse for successful entrepreneurs. As well as supporting the country's home-grown business stars to export, UK Trade & Investment (UKTI) is stepping up its efforts to spread the net further through a global hunt for entrepreneurial talent.

At the forefront of these efforts is the Global Entrepreneur Programme (GEP), an initiative launched some nine years ago with the aim of luring early stage technology businesses to the UK.

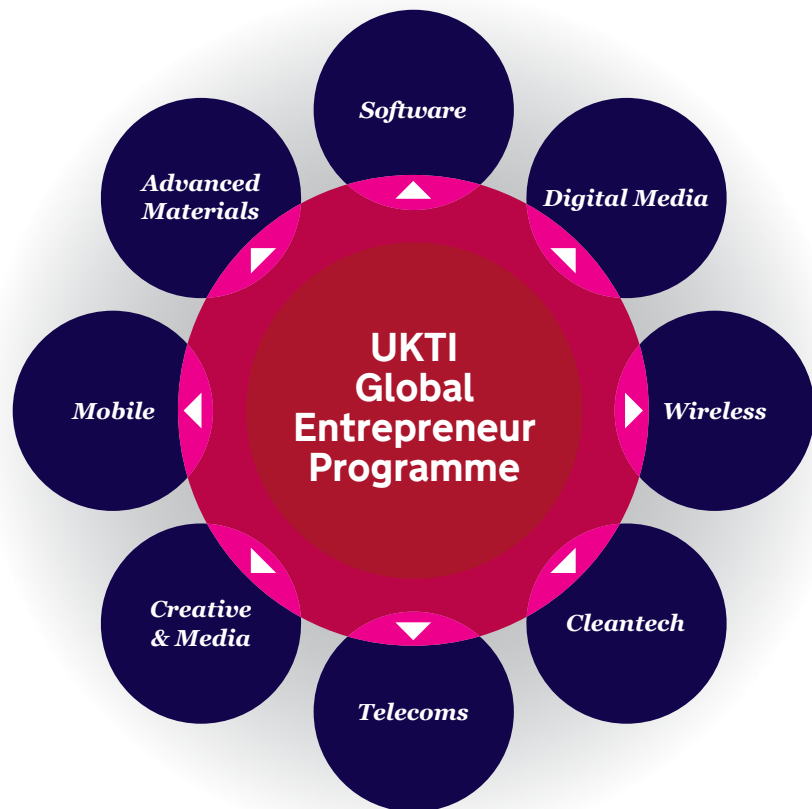
At the time they are approached the target businesses are typically generating less than US\$1 million in sales, are not yet profitable and have fewer than ten employees. What they all have in common is the potential for dynamic growth.

"The GEP was established to broaden the UK's entrepreneurial gene pool and to bring technologies of strategic importance and high growth potential to this country," explains Derek Goodwin, Deputy Director for Investment at UKTI and one of the architects of the programme.

Public/private partnership

GEP is a genuine partnership between the public and private sectors. Derek's team in UKTI's London headquarters numbers three people, supported by staff

The Global Entrepreneur Programme has expertise in a number of key technology sectors



located in a network of overseas posts. These civil servants work hand-in-hand with a group of 13 entrepreneurs from the UK corporate sector who act as 'Dealmakers', scouring the world to find suitable entrepreneurs and encouraging them to relocate to the UK.

Derek continues: "When we launched GEP it was an innovative move for Government to try to get involved with entrepreneurs. We knew it was essential that we could speak

their language, so we reached out into that community to find people who could become our Dealmakers."

Alpesh Patel is a Dealmaker responsible for India, China, Malaysia and Singapore. He says: "My background is as a barrister turned entrepreneur, establishing my own hedge fund asset management company. The experience of Dealmakers in business, their extensive networks, and their knowledge and experience



of raising capital, performing due diligence on investments and closing transactions all add hugely to their work.

“Experience shows that the embedding of private sector specialists in Government can be highly successful.”

Successful track record

Bluewater Bio is one of numerous GEP success stories. The company is an ambitious water purification specialist that has established its global headquarters in London. UKTI’s ongoing support helped the company to secure a lucrative contract with the Bahrain government, which in turn prompted a £21 million investment from that country’s sovereign wealth fund.

This has been the trigger for a significant expansion in the company’s activities: revenues leapt five-fold (to £10 million) in the year to June 2013 and it has expanded elsewhere in the Middle East as well as to South Africa and the USA.

In a letter to Prime Minister David Cameron, Bluewater Bio CEO Daniel Ishag wrote: “The support we have received from UKTI, and in particular the Global Entrepreneurs Programme, in securing high level, relevant commercial introductions, has been crucial in fuelling the growth of my company. We could not have built our business and stakeholder base to such an extent without the UKTI GEP.”

To date, more than 320 entrepreneurs have relocated their operations to the UK or expanded them within the country as a direct result of GEP. Of this number, some 250 have done so in the past four years alone – an indication of how the programme is scaling up.

This has delivered major

benefits to the UK economy. In total, the GEP has created some 2,000 high-quality jobs, raised more than £1 billion in equity financing and generated substantial – and growing – export revenues.

Beyond the purely financial perspective, the combination of the UK’s indigenous entrepreneurs and the overseas arrivals has, Derek believes, created a dynamic eco-system for innovative and disruptive technologies, as well as providing role models for graduates coming out of UK universities who are looking to get into the tech sector.

Nothing ventured

Financial support is absolutely crucial to early stage businesses. The UK is already home to a sizeable venture capital industry, which provides investment finance to high risk, high potential start-up companies.

Now UKTI is aiming to augment the domestic supply of venture capital funding by seeking out additional revenue streams from the United States, Japan and other major centres of venture capital activity.

In order to achieve this, a dedicated Venture Capital



Daniel Ishag, CEO of Bluewater Bio

The entrepreneur hunters



The winners of Sirius

Unit has been established within UKTI. Unit Head Chris Hopkins explains that the unit's role is to identify UK start-ups that are suitable for venture capital funding and connect them with potential investors overseas.

As with the GEP, much of this work is done by private sector entrepreneurs, some of whom are focused on the task of finding suitable start-ups and the rest are engaging directly with potential investors around the world.

"It could be thought of as a sophisticated dating service," says Chris. "We also want to tell the broader story of what's happening in the UK venture capital market, in particular educating overseas investors about the new breed of Venture Capital funds run by successful entrepreneurs."

An early success for the Venture Capital Unit is encouraging TechStars, a seed funding and mentoring specialist that bills itself as the world's number one start-up accelerator, to choose London as a base for its first operation outside of the United States. The

company brings with it a wealth of experience and smart money which will benefit the UK's tech scene for years to come.

TechStars Founder and CEO David Cohen said of the move: "I've visited London many times over the last four years. Something feels different now. The energy of the start-ups, and the problems they're solving here, is strong. I see mentors working together to help the next generation of start-ups. All of the signs that the start-up community here is starting to come together are present."

A lot of this positivity can be attributed to the stratospheric rise of Tech City, the UKTI-supported technology cluster located in East London that is now home to several thousand tech-related start-ups. A number of these are alumni of the GEP, including London Brand Management, which relocated to Tech City in October 2012 and now employs 20 people. It creates artificial intelligence and mobile communications technology solutions, and counts BMW Group UK among its clients.

Catch 'em young

In September last year a new entrepreneur-hunting initiative was launched by UKTI. Sirius – named after the brightest star in the sky – aims to inspire high potential graduate entrepreneurs to choose the UK as a base from which to develop their first business.

Its centrepiece is a competition that invites young entrepreneurs to submit online business concepts that will be judged by a panel of experts. The winning plans will earn their developer(s) an invitation to join one of the UK's established accelerator programmes. The prize also includes ongoing mentoring and a financial contribution towards living expenses.

The first seven start-ups to gain a place were announced in December 2013. They are made up of 19 young entrepreneurs from 13 countries including India, China, Italy, Germany, Canada, Kenya, New Zealand, and Nigeria.

Their business ideas and



inventions include: a one-of-a-kind way of creating green energy by converting waste coffee grounds into biofuel; a low-cost, portable, remote smartphone battery charging solution; and a fraud-reduction device that enables consumers to instantly verify whether a branded product is counterfeit via their mobile phone.

Tim Brown is a former professional footballer and now co-founder of ToBe, one of the start-ups that will launch in the UK as part of the Sirius Programme. He said: "We're delighted ToBe has been chosen as one of the first start-ups to be part of the Sirius Programme. It's the perfect opportunity to help us fulfil ToBe's ambitions. Being based in the UK will enable us to start up and develop alongside like-minded entrepreneurs and gain access to world-class strategic advice and support.

We can't wait to meet our Sirius Programme mentors, the accelerator team and to get started."

More than 160 aspiring entrepreneurs from over 30 countries around the globe entered the first round of the programme, a highly satisfactory start, according to Campaign Director Paola Cuneo. She notes: "We're delighted with the success of the first round. This is testament to the effort that's been made to spread the message to our target audience, as well as to the UK's appeal as a destination for ambitious entrepreneurs. Judging is now under way for the second round of entries which closed on 15 January."

Just as pleasing to Paola is the support the initiative has received from the business sector. Representatives from major corporates such

as Barclays, Amazon Web Services and Cisco are helping to judge the entries, while the programme's advisory group contains notable entrepreneurs including Neil Ricketts, CEO of advanced materials specialist Versarien, winners of UKTI's Start-up Games in 2012.

The programme has also received strong support from other areas of Whitehall. For example, the UK Border Agency has created a new entrepreneurs visa specifically for use with Sirius, with UKTI endorsing the business plan competition winners for the visa.

The message delivered by all these programmes is clear: the UK is open for business. Working in partnership with the private sector to sow the seeds of success, Sirius, the GEP and the Venture Capital Unit can all play their part in helping to deliver a rich harvest for the UK economy.

UK Trade & Investment

SIRIUS

**LAUNCHING THE
WORLD'S BRIGHTEST
NEW BUSINESSES,
IN THE UK**

www.siriusprogramme.com

BUSINESS IS GREAT

#LoveOurForests

» **Social media offer great opportunities for Government departments. Rae Stewart, Director of Communications at the Department for Environment, Food and Rural Affairs, tells how his News and External Communications team have been successfully engaging the public in ways which are still relatively new to Government.**

'Embrace the chaos.' That was the advice I received about social media from one of the early digital adopters in my team a few years ago. You can't control it, they said. Just go with it, they said. Why are you screaming, they said.

Giving up control isn't something which comes easily to Government communicators. We're conditioned to grab hold of stories and issues and bend them to our will. But that was then. Communication methods are continually changing, and we need to change with them. Now my team is well known in Whitehall (and in the wider comms industry due to the awards they've received) for being innovators in digital comms. It's embedded in all of our activity and forms the basis of our campaigning.

There is still uncertainty in some external organisations about the benefits of social media. When my team first started to approach stakeholder organisations with the idea of a forest tweet-a-thon early last year, a few were immediately enthusiastic, but some were more than a little sceptical. How would it work? Would we provide them with support? Would we help them publicise their involvement?

The idea was to host a twelve-hour session on Twitter to coincide with the first day of spring. Defra officials and

stakeholder groups would use it to share knowledge about trees and forests, answer questions from people on our forestry policy, and get more people to visit their local woodlands. Organisations like the Tree Council and the National Trust would take 'slots' during the day, tweeting facts and photos, answering questions and explaining how to get involved. Defra would promote the session, and run a slot with our Forestry Minister, David Heath.

By the time of the tweet-a-thon, the team had brought together an impressive list of forest and woodland stakeholders. They ranged from big organisations like Kew Botanical Gardens and the Royal Horticultural Society to individual experts on ancient trees and foraging.

The team had never done anything on this scale with social media before, and knew there was a lot of interest in seeing how the event played out. They sent a pack full of tips, ideas and information to all the participants, and told them they would help on the day to direct people to their Twitter feeds.

We decided not to prescribe what people could tweet about – we saw our role as facilitators, not directors. There were diary clashes, last minute switches, and the team were juggling the programme until the last minute, but finally the tweeting started.





#LoveOurForests

#LoveOurForests is trending!

Over 9,000 tweets are sent every second worldwide. That's a lot of online noise. My team wanted to make sure that we were heard through all of that noise, so encouraged everyone taking part to prepare content they could send out to pull people in – photos, videos, statistics or amazing facts with links to more information. They asked people on Twitter to share things with us – to send us their memories, stories, photos or tips.

It wasn't easy. A huge amount of effort went into making the day happen. Two members of the team worked flat out from early morning to late at night, and many others helped out. It was hard to keep track of all of the questions, information and feedback – particularly as this was before the team were using social media management software, and they were accessing Twitter through an out-of-date internet browser.

But the work paid off. The #LoveOurForests hashtag was trending all day, with over 4,000 uses, and an estimated reach of 25.4 million people. I know we have to take these estimates with a large handful of salt, but it still demonstrates the wide enthusiasm for the event. We were able to reach beyond our usual stakeholders, capturing and amplifying the passion that people have for their forests and woodlands.

When compared to more traditional marketing campaigns, there are many benefits to this approach. Using Twitter meant the team were able to speak directly to millions of people easily and quickly. Those who took time out to participate in the tweet-a-thon were able to shape the discussions, ensuring their questions were answered,

and their interests covered. This two-way flow of communication is substantially different from the top-down, one-way 'broadcast' approach central Government used to prefer. The session was also great value for money.

The stakeholders who took part told us they were delighted with how the day had gone. Richard Tatnall from the Forestry Commission said that "all three of the Forestry Commission tweeters really enjoyed taking part, and the two who weren't on Twitter before have been well and truly converted". That was echoed by Erin Huckle from Experience Nottinghamshire, who also said that they had some "great engagement" as a result of the tweet-a-thon.

I had suspected the event would go well, because my team have impressed me with the imagination and effort they put into new ways of communicating. But I was still surprised at the amount of goodwill and positive feedback we received.

A seed was planted

But the endorsement of our activity by the organisations and individuals who took part is only part of the story. Perhaps more revealing was the effect it had on two of the stakeholders, who were inspired to hold successful tweet-a-thons of their own later in the year.

The Tree Council ran #NationalTreeWeek, following the Defra format of different organisations taking slots throughout the day, including one for our new Forestry Minister Dan Rogerson.

The way the event was planned and promoted saw 4,800 uses of #NationalTreeWeek on Twitter, and over 10,000 uses of 'tree week'. This compares with

National Tree Week 2012, where the hashtag was used only 260 times. Visits to the Tree Council website were also up 35% on the previous year.

Emma Prout from the Tree Council said that "having access to the guidelines and protocols developed by Defra for #LoveOurForests, as well as their support and encouragement, was definitely a key factor in making our event a success."

Following our own event, the team were able to develop a detailed guide on how to run a tweet-a-thon. As well as being able to share this with other organisations, it was also a way of ensuring that knowledge stayed within the team despite staff moving between departments.

Meanwhile, National Parks developed their own tweet-a-thon (#LoveNationalParks). The day saw over 3,500 people use the hashtag, and the @NatParksEngland account grew by 200 followers.

Government is still getting to grips with how to use social media, and Government communicators need to continue explaining the benefits of it to the policy teams – and, Ministers, of course – that they work alongside.

People expect to get their information in different ways these days. They also expect to be part of conversations, not just to be told something. It's important that the Government keeps up with these developments, and that we continue to build up a two-way dialogue with the people whose lives we affect every day. #LoveOurForests is a small part of that, but one which we can all use as an example of how to embrace the potential chaos of social media and use it for the advantage of all.



IFUSE: cross-Whitehall delivery of the UK development agenda

» The Investment Facility for Utilising UK Specialist Expertise is harnessing the wealth of expertise of UK civil servants to support improvements in the business environment of our partner countries. By Natalie Skerritt, Department for International Development, and Hugo Warner, PricewaterhouseCoopers.

The Investment Facility for Utilising UK Specialist Expertise (IFUSE) is an initiative established by the Department for International Development (DFID) in 2012. It helps increase investment and private sector productivity in poorer countries, aiming to reduce the costs of doing business and promote fair and competitive markets, connecting DFID's focus on poverty reduction with the wider UK growth and prosperity agenda. It is unique because its services are delivered by civil servants rather than private sector consultants.

The initiative matches demand for support from the countries where the UK focuses its development assistance, with expertise from over 15 participating Government departments and related bodies. The support provided is typically a short in-country deployment by one or a team of UK civil servants.

IFUSE has carried out over 50 deployments across some 15 countries since starting operations in spring of 2012. Beneficiary countries tell the UK Government that deployees bring world-class expertise and new perspectives on policy and practice. For the participating




civil servants, deployments offer a chance to gain international experience, as well as the personal satisfaction of hands-on involvement in the UK's international development agenda.

How to get involved

If you are interested in further information on IFUSE or promoting it in your

department please contact the management team at ifuse@uk.pwc.com or by telephone on +44 (0) 20 7213 3005. IFUSE's webpage on GOV.UK, which includes more detailed information on how the facility works in practice and the range of expertise that it offers, can be found here.

IFUSE is managed by DFID's managing agent, PricewaterhouseCoopers. 

BANGLADESH

Dhaka, Bangladesh

Helping prevent future factory disasters

Over 1,100 garment factory workers lost their lives in the collapse of the Rana Plaza building in Savar, Dhaka, in April 2013. The disaster created an unprecedented worldwide reaction and has led to major brands considering pulling out of Bangladesh altogether. The poor enforcement of factory building standards threatens the ready-made garments sector, which is responsible for nearly 80% of exports for Bangladesh.

A cross-sector team of three experts visited Bangladesh to help address the urgent need for improvements in safety and building standards in the country's garment sector. These were Erica Butler, from the Better Regulation Delivery Office, Martin Russell-Croucher, Director of Sustainability and Special Projects and John Tracey-White,

an International Sustainable Development Adviser, both from the Royal Institute of Chartered Surveyors. They examined building standards legislation and inspections regimes, and made a series of recommendations to the Government of Bangladesh about strengthening institutions responsible for compliance with maintaining building standards and addressing capacity requirements in areas such as engineering and safety assessment.

"The challenges facing Bangladesh are significant," Erica said, "but they are matched by a great enthusiasm for change. The assignment has helped me to develop my strategic thinking on regulatory policy and I hope that my expertise will support them as they work to make their factories safer places to work."

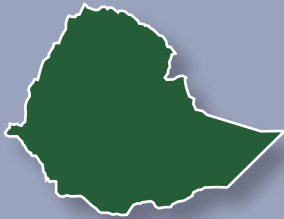


IFUSE: cross-Whitehall delivery of the UK development agenda

ETHIOPIA

Strengthening new National Energy Policy

Addis Ababa, Ethiopia



Ethiopia recently conducted its first national energy policy review since 1994, supported by Emma Cole, an adviser at the Department of Energy & Climate Change (DECC). The Ethiopian Government were seeking greater private sector involvement in the energy market to help increase electricity supplies, supporting rapid industrial growth while keeping carbon emissions low.

Following meetings with private sector investors in Ethiopian energy projects, Emma was embedded for two

weeks in the Ministry of Water and Energy in Addis Ababa. “The differences between the UK energy experience and the Ethiopian provided exactly the kind of outside perspective that the Ethiopian Ministry was looking for”, Emma said.

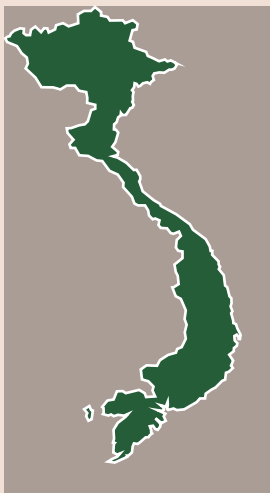
The deployment has laid the foundations for a deeper relationship between the UK and the Ethiopian Government. Ethiopia is considering developing a 2050 Calculator, an online tool pioneered by DECC as part of its emissions reductions strategy.



VIETNAM

Ho Chi Minh city, Vietnam

Shaping the UK's Public-Private Partnership support



Despite impressive growth and liberalisation over recent years, Vietnam still faces pressing challenges, such as financing major infrastructure projects. Javier Encinas, a senior adviser at Infrastructure UK in HM Treasury helped the Vietnamese Government's Public-Private Partnerships office define areas where the UK could help Vietnam.

Javier interviewed donors working in the field and the private sector before spending a week in Vietnam interviewing key stakeholders.

His recommendations reshaped the UK Government's approach to supporting Public-Private Partnerships in-country.

Javier commented: "From a personal perspective, IFUSE allowed me to have a better knowledge of Vietnam, its current development and infrastructure needs, and the intellectual challenge of adopting and adapting best UK and international practice in a low-income country with a less-developed regulatory, institutional and industrial framework."



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