

objective 9 managing our people and infrastructure

We aim to attract, retain, develop and motivate high-calibre staff. We manage our finances in order to deliver good value to taxpayers. We manage our IT systems and office facilities so staff can work efficiently and effectively.

Performance against our annual plan

Objective	
We will develop our human resource capability and corporate infrastructure.	
Our commitment	Our performance
Introduce performance management and pay systems that are better suited to the OFT's needs.	<ul style="list-style-type: none"> • Developed an improved performance management system for launch in 2005-06 • Continued work to revamp pay system.
Introduce a new framework for informing and consulting staff.	<ul style="list-style-type: none"> • Continued work to develop an improved framework.
Introduce further improvements to the financial and management reporting systems.	<ul style="list-style-type: none"> • Improved financial and performance management reports for the board and senior management team.
Improve the efficiency with which accommodation is used throughout the OFT.	<ul style="list-style-type: none"> • Made more efficient use of office space at Fleetbank House.

Implement the IS strategy.	<ul style="list-style-type: none"> • Began implementing strategy.
Start office-wide implementation of electronic records management.	<ul style="list-style-type: none"> • Pilot of electronic records management successful but rollout will depend on further cost-benefit analysis.

During 2004-05, the OFT spent £16.37m on achieving this objective. This money was allocated as follows:

Human resources	£1.18m
Learning and development	£0.58m
Finance	£1.06m
IT	£4.17m
Accommodation and office support*	£8.91m
Other costs	£0.47m

* includes fixed costs such as rental payments on Fleetbank House and Craven House



Human resources

Learning and development

We continued to develop and roll out carefully targeted learning and development programmes in 2004-05. For example, we:

- provided new training programmes in project, financial and risk management
- improved the corporate induction process
- ran diversity awareness training, which is now mandatory for all staff.

Our progress was recognised when we regained full Investors in People (IiP) status in April 2004. The IiP assessment praised the "significant work done to evaluate the impact of training and development on performance". A subsequent IiP review in January 2005 confirmed we have a systematic, business-focused and effective approach to meeting individual, team and organisational development needs.

Performance management

We developed an improved performance management system that will reduce the emphasis on paperwork and increase dialogue between managers and their reports. The system will be rolled out during 2005-06.

Recruitment

During 2004-05, we successfully recruited 68 new staff. At the end of the year, the OFT had 673 permanent staff (March 31 2004: 678).

We adhere to the Civil Service recruitment principles of open and fair competition and selection on merit, and we follow the Civil Service Commissioners' Recruitment Code. No candidates were recruited during the year under the arrangements for permitted exceptions to the code.

Diversity

We are committed to promoting diversity among OFT staff through our equal opportunities policy.

To further support our work on diversity, in 2004-05 we:

- joined Race for Opportunity, the Employers' Forum on Disability, the Employers' Forum on Age and Stonewall with a view to learning from best practice
- reviewed our recruitment process to ensure candidates with disabilities do not face bias and that we make reasonable accommodations for recruits with disabilities
- set aside a multi-faith room at our main office for staff who wish to practise their religious beliefs.

Diversity of staff at 31 March 2005

	Women	From ethnic minorities	With disabilities
All staff	50%	24.5% ¹	4%
Senior civil servants	26%	3% ²	3%
Senior managers	45%	10% ³	2%
Executive staff	51%	23% ⁴	5%
Clerical and support staff	61%	53% ⁵	5%

¹ 58 staff did not state their ethnic background

² Five senior civil servants did not state their ethnic background

³ 12 senior managers did not state their ethnic background

⁴ 26 executive staff did not state their ethnic background

⁵ 15 clerical and support staff did not state their ethnic background

Diversity of staff recruited during 2004-05

Women	60%
People from ethnic minorities	30% ¹
People with disabilities	1.5%

¹ Seven recruits did not state their ethnic background



Race equality

The OFT operates a race equality scheme that commits us to equal and fair treatment of our staff as well as external stakeholders, including consumers and businesses, regardless of their race or ethnicity.

Under the scheme, all areas of our organisation have a duty to promote race equality. For example, we:

- promote equality of opportunity in our recruitment and human resources policies and practices
- ensure consumers from ethnic minority backgrounds have access to advice and education
- ensure our enforcement decisions do not impact disproportionately on ethnic minority businesses
- consult ethnic minority stakeholders when we undertake enforcement action or carry out market studies.

> ***Liaison with black and minority ethnic stakeholders: page 81***

Corporate infrastructure

Capital investment strategy

We make capital investments that will enable us to deliver our objectives. They are based on the need to accommodate our staff and provide effective IT systems.

The primary processes of the OFT concern the handling of information, for example information gathered in the course of investigations, enforcement action, market studies or processing applications for consumer credit licences. To enable us to carry out these processes, we have a capital investment programme to enhance our asset base. This focuses mainly on developing our IT systems.

Efficiency savings

We decided not to seek additional funding for the Spending Review 2004 (SR04) period April 2005 to March 2008, relying in part on achieving efficiency savings of £6.5m over this period.

We have set ourselves challenging targets which exceed those set by the Treasury. In the first year of SR04, we have an efficiency target of three per cent and this saving, plus a further two per cent, will be achieved during 2006-2008.

As part of our efficiency savings programme, we will cease to lease offices in Ealing and transfer our Consumer Credit Licensing Bureau to our main Fleetbank House office.