

Procurement
CVP Toolkit
Professional Services Delivery team

Consultancy Toolkit

A Guide for Local Government



Consultancy Toolkit

About this Guide

This guide has been developed to assist local government authorities in understanding the opportunities for achieving better value for money from their consultancy spend, and what practical steps can be taken to deliver this improvement and the related savings.

It is not about stopping spend on consultancy where there are clear and positive reasons to engage consultancy advice, but more about ensuring that where consultants are used, consideration is given as to whether this represents value for money

The Consultancy Value program

The Consultancy Value Programme (CVP) was developed in 2007 with the ultimate aim of supporting organisations in ensuring that consultancy spend delivers value for money, by addressing amongst other things, demand management, contract performance review and supplier management.

- consultants are only used where absolutely necessary and where they have an opportunity to deliver real value
- any consultant engagement is based on a comprehensive and robust business case that has been subject to appropriate scrutiny and approval

- knowledge and skills transfer to the customer organisation is part of every consultancy assignment so that future demand for the same skills can be reduced
- consultancy assignments are continually monitored for progress, performance, delivery and need.

CVP comprises 4 key areas:

Demand management

- business wide strategy in place for use of consultants
- management information routinely collected and analysed to inform strategy
- business case and approval process in place
- communication strategy

Category management

- appropriate procurement routes used
- collaborative procurement approaches where appropriate
- use of competition
- alternative pricing mechanisms

Supplier management

- supplier performance assessment
- supplier engagement
- project management

Associated benefits

- consultants' fees and expenses are routinely checked

Capturing the benefits

Properly implemented, managed and monitored, the activities within the consultancy value programme can deliver real, cashable savings to local authorities.

A proposed benefit methodology has been developed for calculating and capturing these benefits based on the approach taken in central government.

This has been provided to assist Local Authorities in identifying the potential for benefit delivery within their organisation and calculating what cashable savings might be achieved.

Self Assessment Tool

OGC has developed an excel version of an NAO tool that will automatically provide an overall status across 4 benefit areas and the average RAG status for each area is used to identify the potential benefit. The assessment consists of 19 questions across a range of issues. Each question asks the organisation to select a red, amber, or green status based on the guidance provided for each level.

Implementing CVP – a 5 step process!

Step 1. Project initiation – appoint project manager and senior sponsor, consider communication requirements

Step 2. Gather baseline management information

Step 3. Baseline organisation status – identify potential benefit opportunity and scope of programme

Step 4. Develop action plan for implementation of programme, including key milestones and communication plan

Step 5. Implement CVP action plan, monitor progress, capture and report savings

Each of these steps will be explained in more detail in the main guidance, along with information on supporting tools and templates and sources of other support.

Get in Touch

For more information on the Consultancy Toolkit, or the work of the team, please email us at

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