



*INSPIRING
DELIVERY*

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Foreward

Investment and innovation are both essential to modernise public services. Partnership working between providers can provide a powerful means of improving service delivery.

Modernising Government is about making a change in the quality of our public services. The public sector has often been accused of being too risk adverse and of being slow to react to social and technological changes. Invest to Save Budget (ISB) tackles this by encouraging public service providers to pioneer new ways of delivering joined-up public services that are responsive to people's needs and expectations.

ISB also supports providers who want to join forces with others to deliver better services that are innovative, more efficient and responsive to needs.

The NAO has compared the ISB to a venture capital company. "It is essentially a form of venture capital intended to allow new and innovative service delivery methods to be tested to determine whether or not they should be implemented more widely across government."

The key aim of ISB is to disseminate lessons from its portfolio to inform the public sector through this booklet and other forums of good practice so mistakes of the past are not repeated in the future.

The projects that the ISB has supported to date are starting to make a real difference. For example, by starting to reduce the time it takes to buy a house and piloting ways of speeding up criminal case handling.

ISB is about taking risks to deliver innovative, streamlined, or simply better public services.

Sir Andrew Turnbull

Secretary of the Cabinet and Head of the Home Civil Service

Introduction

The **Invest to Save Budget** (ISB) was created in 1998 to fund projects, which bring together two or more public bodies to deliver services in an innovative fashion. It provides a channel of investment in projects with potential for transforming public services - needing to be further developed before this potential can be unlocked.

HM Treasury runs the ISB, in collaboration with the Cabinet Office. Funds are allocated competitively and public sector managers are challenged to come forward with innovative ideas, which will make a real difference. Competition is intense and only the best ideas are supported.

ISB is the catalyst for projects, which have a risk factor and are pioneering, making things happen and producing better quality public services.

Projects are spread right across the public sector, involving central government, local government, health authorities, police and others. The scope of the partnerships underpinning each project varies according to the project's objectives and includes private and voluntary sector partners where this makes delivery more effective. Details of all projects can be found at www.isb.gov.uk

The longer-term value of the ISB lies in the knowledge and experience accumulated from the innovative partnership projects, which it has supported. The lessons from the innovation, which it fosters, need to be shared as widely as possible across the public sectors so others can benefit from it.

These lessons include:

- how a project can be replicated or adapted elsewhere.
- how the risks associated with a project were successfully managed.
- how challenges were overcome and solutions implemented.
- what structures were used to make the partnership function effectively?
- how users were consulted on projects and their views were factored in.

A dissemination programme is underway to spread the lessons of ISB projects. Evaluations of projects will be made available on-line through the ISB website (www.isb.gov.uk).

ISB projects differ in their objectives and the innovative ideas they are engaged in. This booklet looks at 6 good examples that indicate that the ISB is making a difference.

Case Studies

Live fish database/website

Ian Laing of the Centre for Environment, Fisheries and Aquaculture Science describes on a new, IT-based partnership.

What was the aim of the project?

To establish and maintain an interactive shared database covering live fish movements (imports, internal farm transfers and introductions to inland waters), farm registration, and the keeping of non-native fish in England and Wales.

To build a 'one stop shop' web site to provide public and industry access to information on regulations for fish movements and electronic access to applications for fish transfers, imports and farm registration.

What are the main lessons?

We learned to make the **partnership** work. Successful execution of this project was facilitated by a management board, on which all four partners (Centre for Environment, Fisheries and Aquaculture Science, Environment Agency, Department for Environment Food and Rural Affairs, and Welsh Assembly Government) were represented. Regular meetings, hosted at all partner sites, ensured good communication, fostered a feeling of group ownership and generated a commitment to succeed by all stakeholders. Strategic decisions on meeting targets were discussed and agreed by mutual consent.

There were **technical difficulties** to be overcome. Deadlines were tight at times, for example, in ensuring compatibility of the software within the different partner organisations and implementing the live system over a short period. These difficulties were overcome as technical developments were taken forward by a representative team of experts, working in close tandem with the main project board, and user training was arranged and implemented as a joint exercise. Contingency plans were made, where necessary.

But there were also **unexpected gains** through technology. A simple solution to deliver improved mapping functionality was also found during the project.

There were legal issues about **data ownership** and who should be able to view and share the information. These were resolved by reference to expert advice. Also, separate interfaces to the database were developed for each of the partner organisations. Data protection issues were also addressed to ensure compliance with legislation in this area.

What benefits were realized?

A joined-up approach, using a shared data system, has greatly enhanced government capability to prevent and control the spread of serious fish diseases and to prevent and detect offences of fish thefts and illegal imports of fish. The project has helped to forge closer and more meaningful links between the partners and strengthened the effectiveness of implementing and enforcing the legislative controls.

The benefits to the industry of the eFishBusiness web site are manifold. They range from the ability to quickly find accurate, current information about fish movement legislation from a single location, through to the ability to download

relevant application forms with ease. The site has also provided businesses with a source of previously unpublished information on fish health.

Electronic processing of applications for licences to keep non-native fish species has led to a more open and consistent consultation and given vastly improved response times.

The Environment Agency has recruited an enforcement team as a result of the increased amount of information generated by the database. The success rate for catching and prosecuting illegal fish importers has increased, and publicity of these cases on the web site and elsewhere should act as a deterrent to others.

Customers can now refer to eFishBusiness for regular enquiries, thus allowing agency staff to work more efficiently and to devote more time and effort to more complex enquiries and to respond to these more rapidly.

Has the project been rolled out?

The project was rolled out in stages. The database was activated with some historic information in place, with the rest added later. For the web site, a team of representatives from all the partner organisations was tasked with identifying all the relevant legislation and background information held within their respective areas. A web site structure was derived from the accumulated material and a company of private consultants contracted to produce various designs for evaluation, with the final format endorsed by the project board.

Policy customers were included as partners in the project, and were thus able to contribute to all aspects as the project progressed.

What would you recommend to those thinking of/doing a similar type of project?

- Develop a clear set of objectives, ensuring that they marry up the aims and requirements of the respective partners.
- Examine closely the IT platforms before the main implementation phase.
- Establish clearly defined roles and responsibilities before the project is rolled out.

Your final thoughts on your experience with ISB and running the project.

ISB has helped to promote innovation and partnership working in this project. The success of the project can be measured by the satisfaction of both partners and users alike in addition to the recognition of achievement in being nominated for two prestigious government awards.

For more on this particular ISB project visit www.efishbusiness.com

Watermark

Neil Kitchen of OGC buying agency describes how benchmarking water consumption across public sector partners lead to cost savings and environmental benefits.

What were the aims of the project?

To implement, and prove the viability of a water monitoring database with a number of public sector sites.

To use the data inputted into the database to set benchmarks and provide targets for improvements.

To promote the reduction of water consumption within the public sector estate, securing financial and environmental benefits.

Specifically

Achieve a 10% or greater identification of reduction in water consumption and costs amongst participating departments at the end of the pilot phase of the project.

Produce a standard format for reporting water related costs and consumption that will enable the development and refining of effective benchmarks and performance indicators.

Commence and complete pilot evaluation of the project within nominated departments and report recommendation for improvement.

Produce a full report on water consumption in the public sector amongst participating departments.

Following successful piloting, tender and appoint trade monitoring and targeting software companies to roll out the scheme to the rest of the public sector.

Establish and test during the pilot phase, the viability and practicability of the self-financing scheme.

Provide a case study of best practice in the public sector for promotion by Environmental Technology Best Practice Programme to the private sector.

Establish an Internet website on benchmarking and target performance setting.

What are the main lessons?

The main lesson is that **saving water is a relatively straightforward process**. There are major quick wins to be made on water conservation and with minimal investment **savings of 15~20%** can be made. Payback on investment is normally within 12 months.

Getting people to participate in the project was the first challenge; a **comprehensive marketing plan** was put into place that saw a brand name attached to the project complete with its own brochure. A range of marketing activities were then adopted to ensure the public sector knew about the project and wanted to take part.

Data collection proved to be the major challenge that the project faced. Various solutions were put in place such as specific questionnaires and shortened questionnaires. The project team also acted as the resource carrying out mail shots and telephoning individual sites to obtain data.

A contractor was taken on to provide expertise in water conservation and benchmarking techniques. His input has been invaluable to many of the additional services developed and now available

What benefits have been realised?

Where there had been no service previously, benchmarks now established by the project allow relative performance to be measured, targets to be set and assignment of resource to potentially poor performing sites.

Actual savings through case study development and organisations taking up the additional services has meant an approximate saving to a range of organisations of approximately £200,000.

Through benchmarking, **potential savings of £131.7 million** have been identified.

Has the project been rolled out?

All information on the project is to be made available via the project's website to enable public sector organisations to use this information. This information will also be passed onto Department for Environment Food and Rural Affairs who are interested in target setting as part of the Governments sustainability agenda.

A range of services has been developed to enable public sector organisations to implement a water conservation policy and save both water and money. Some of these services require no budget.

The website has been developed to capture all data that has been inputted. This data can then be used after verification to update and refine benchmarks. A content management tool on the website allows us to input water conservation and other information onto the website.

What would you recommend to those thinking of/doing a similar type of project?

- Data collection requires careful thought. First research to see if data is available via easily accessible sources, i.e. websites or organisations.
- Keep data collection forms short and precise.
- Obtain a range of organisations that are fully committed to the project.
- Commitment should be from a senior level such as director or Chief Executive.

Your final thoughts on your experience with ISB and running the project.

ISB is an ideal method of funding the start up of a project if budget restrictions exist.

The ISB team are very supportive, only requiring update reports; they let you get on with it without interfering.

For more on this particular ISB project visit www.watermark.gov.uk

Wolverhampton Bereavement Centre

Rob Lawton of Wolverhampton City Council on their joined up approach to providing services to the recently bereaved.

What were the aims of the project?

To reduce the stress and anxiety faced by the bereaved at their time of grief, by assisting them in dealing with the administrative procedures necessary in order to settle the affairs of the deceased

To provide accurate and prompt information for partner agencies

To explore the benefits of partnership working

What are the main lessons?

Partnership working can produce great results, but the achievements can be put under strain by individual agencies own aims and targets. **Partnerships need work to establish and work to maintain.** Sign all partners up as soon as possible, to agree their contribution to the project. Recognising the importance of each partners role, however small, is crucial in establishing genuine multi-agency working. Maintain key partner support – keep 'The Common Goal' permanently in sight. Iron out problems as soon as they occur.

Be ready to adjust to events but keep project discipline. The project suffered from some slippage. It was important to re-profile and set a new implementation date set.

Find the best way of letting people know about your service. Due to the sensitive nature of the subject there has been a continual low-key publicity programme, often relying on partners and other relevant professional bodies to inform their clients of the services available at the Bereavement Centre.

What benefits have been realised?

We now have a fully integrated service for the bereaved allows them to settle the affairs of the deceased in one place during one visit. This is delivered in a better environment than before, leading to savings in time and money. The services available have continued to expand since the Centre opened.

The service is proving to be popular. Nearly 80% of people registering a death in Wolverhampton go on to use at least one of the services provided by the Centre. Customer survey results showed that over 86% of the respondents rated the service 'much better' than previous. On a scale of 1 to 5, 97% of the respondents rated the overall service provided to be at least 4, with over 85% giving a 5 rating.

There are benefits to our customers. Official agencies offer support at time when most needed. Our empathetic approach allowing next of kin to cope with their grief by greatly reducing the administrative burdens placed upon them.

There are also benefits to the partnership. Early and accurate notification of death of clients results in savings in administration resources. This prevents overpayments of benefits, pensions etc. and leads to savings in resources at individual receptions.

Has the project been rolled out?

The project has already had an influence on review of both Civil Registration Services and The Court Service (Probate Registry).

The response of many of the service users from other towns and cities is 'Why haven't we got a Bereavement Centre where we live?'

What would you recommend to those thinking of/doing a similar type of project?

- Come and see us and judge for yourself the success of the project - then go for it.
- Some one needs to take the lead.
- Ensure each partner's contribution is clearly defined.
- Push for changes in legislation, which will make the transfer of information between agencies so much easier.

Your final thoughts on your experience with ISB and running the project.

- Providing you can fully justify your bid, do not try to trim it.
- Ensure you have a plan for sustaining the project.
- If in doubt, ask.

For more on this particular ISB project visit www.wolverhampton.gov.uk

The UK Biotechnology Portal

Mark Philips of the Department for Trade and Industry on how technology enabled a partnership to share knowledge and helps the UK to progress in a key area of science.

What were the aims of the project?

'to provide a web resource so multiple constituencies can access the rich seam of public sector knowledge and progress in biotechnology' and thereby to increase the potential for sectoral critical mass here in the UK.

Within that, our portal should:

- provide seamless and coherent access to all biotechnology information available from key parts of the public sector;
- meet the needs of a range of users;
- provide a simple web-based interface to all of this information; and,
- find innovative ways for continuous improvement and updating of the site.

What are the main lessons?

In systemic terms we learnt that the single greatest barrier to partnership working could sometimes be the partnership itself.

Taking this into account the single most crucial lesson learnt has been that sometimes you have to grasp the nettle of **using technology to drive step-change**, as distinct from using it to underpin evolutionary change. Much good flowed from this approach.

Biotechnology is the boom technology of the 21st century but its governance and deployment is spread widely across government and beyond. This distribution causes difficulty for all parties - business, government, academia and the public. Given *i-bio*'s remit to improve sector communication, make policy transparent, and to raise the level of public debate, we needed to centralise this knowledge, but... many institutions, one forum, hard work! Though leveraged by the ISB, human resources were negligible and initial enthusiasm was lacking. Low maintenance automation seemed the key. After much research we selected Autonomy software to accomplish this task but had to bend the product to work across the Internet, rather than in its native intranet environment. This meant we had to fashion a simple intuitive interface to serve this wealth of information to all-comers. Now it works; it gathers the information, channels it, and pumps it across the web.

Perhaps a deeper lesson also emerged, which may benefit other partnerships in similar circumstances. The inherent challenge is that, almost axiomatically, **cross-government working is seen as being at the periphery**. Partnership commitment often reflects this. Automated technology, in relieving our partnership of their perceived responsibility to provide actual resource – which was proving to be the barrier to their further involvement – enabled them to rally round the project in principle. This simple recalibration of expectations allowed them to become standard bearers for an innovative and exciting new project. To put it another way, it is much better to have a cross-cutting group trumpeting the virtues of automated joined-up delivery, thereby paving the way to wider acceptance, than to have a group grumpily press-ganged together until the group implodes.

What benefits have been realised?

The portal, and its sister project the 'Biotechnology Regulatory Atlas' have completely redefined access to this complex and sometimes controversial subject. The basic goal of single point access has been achieved with the immense added value of automated content, a most sophisticated search and retrieval facility, AND a comprehensive but straightforward guide to all of the relevant regulations.

It is early days to calculate the ROI trade-off, in terms, for example, of queries fielded on behalf of partners customer enquiries units. However usage has been high and it looks promising that this may translate into quantified benefits. The following tables demonstrate some high level metrics:

Total use extracted from I-bio main server

(Figures in parentheses refer to the 7-day period ending 19-Apr-2003 20:29).

Successful requests: 3,209,383 (36,537)

Average successful requests per day: 14,874 (5,219)

Successful requests for pages: 314,522 (3,538)

Average successful requests for pages per day: 1,457 (505)

Has the project been rolled out?

It seems likely that core funding will sustain the programme beyond its project termination date. In the meantime there is already evidence to suggest that other departments are looking to the portal to see how they can converge areas of 'distributed policy'. The Office of the e-Envoy in particular has remained a core (and very productive) part of our technology team with a view to transposing lessons learned and techniques used to other knowledge management programmes.

The project has been short-listed for two IT industry award – Government Services to Business and Most Innovative project – which should help it on the road to the mainstream!

What would you recommend to those thinking of/doing a similar type of project?

- Top level buy-in is critical. Find a champion. Shamelessly use their good name!
- You've got to punch above your weight. Cross boundary programmes are often (literally) peripheral.
- Work hard to develop and exploit media and communication channels; the more people know it and use it, the more pain if 'they' remove it.

Your final thoughts on your experience with ISB and running the project.

We all say technology should be used to underpin change. In fact my most recent experience at i-bio is that it can - and indeed had to - be used to actively drive and stimulate change. As I say in one of my presentations "Sometimes it is the enabler that circumvents our present inability to change" The unwilling coalition that started the journey would now, we believe, be at least moderate exponents of partnership working in general terms.

For more on this particular ISB project visit www.i-bio.gov.uk

Nottingham Connects Planning

Diane Fieldhouse at Nottingham City Council on their project introducing technology in order to improve the planning process.

What was the aim of the project?

The overall aim of the project was to provide an integrated, electronic system for handling planning enquiries and applications and to open up the planning process for business.

What are the main lessons?

The **importance of working together, communicating and building trust** in order to allow for one of the partners to take the lead in progressing the project. Partners were given regular progress reports and encouraged to provide feedback/make suggestions at all times.

Changing the culture: The Nottingham Connects Planning project revolutionised the planning application process changing it from a paper-based system to an electronic one. The old system had been used for many years and many staff were accustomed to it and were not computer literate. It was very important to get staff involved from the very beginning: communicating plans and the aim of the project; explaining their role in the process and what was expected of them; listening to their concerns and answering them honestly; keeping them up to date with stages completed and next planned stages; providing all necessary training and support where needed.

Human resources: The level of work involved in terms of starting, initiating, planning and implementing the project was not appreciated at the beginning of the project. The project involved many personnel across different departments of the City Council and especially in the initial stages of the project the time involved in trying to get all stakeholders together was lengthy. This improved over time as sub groups were set up to deal with specific technical issues; strategies and plans of work to be completed became more robust and actual meetings became less frequent – working on the ‘management by exception’ principle – i.e. individuals were given specific tasks to carry out and provided feedback on progress. Also it was important to have the right people on board from the beginning of the project – for example the financial department who advised and provided support re regulations and procedures regarding invitations to tender and contracts etc.

Steep learning curve: The project was a major challenge to the project team – it meant taking the City Council into uncharted territory and therefore there was a gap in terms of skills and experience. Members of the team actively tried to learn as much as possible from a variety of sources, for example: other LA’s; suppliers literature; Central and Departmental IT; ISB and OPDM and e-gov websites; road shows; exhibitions; conferences; and, perhaps most importantly, by asking questions – and not being afraid to ask questions.

Integration of systems: Systems often are required to have an interface or dynamic link with other systems – unfortunately this process is rarely seamless and will cost time and money to set in place – especially if the suppliers do not have a history of working together. This situation is made easier by: always putting any likely links to other systems in the specification document and including it in the contract wherever possible; building up and maintaining good relations with suppliers; speaking to other LA’s in a similar position and attending supplier focus groups.

What benefits have been realised?

Huge benefits have been gained in terms of access to, accuracy and transparency of information. Via the website the general public and business community can search and access planning applications, histories, site plans, decisions notices, all necessary forms, committee records, useful information and links regarding all aspects of the planning process and contact individual officers regarding any problems or queries – 24 hours a day, seven days a week.

For the period Jan 2002 to February 2003

Number of visitors to plan4nottingham.com	= 34,876
Visitors outside office hours	= 13,785
Unique visitors	= 8,709
Hits: entire site	= 951,498

Has the project been rolled out?

We continue to scan and build up the number of planning histories available via the site. We are currently working with the Planning Portal to enable planning applications to be received on line and allow for charges and fees to be paid for on line.

This project has definitely influenced mainstream policy at Nottingham City Council as it is a tangible working example of how changes can be made to long established systems for the benefit of all and how IT can be utilised as a tool to provide more efficient services. It has shown that it can be done –and that it can be done to budget.

What would you recommend to those thinking of/doing a similar type of project?

Definitely to proceed

Your final thoughts on your experience with ISB and running the project.

Very challenging but very interesting and I have personally learnt a great deal from working on this project.

For more on this particular ISB project visit www.plan4nottingham.com

Info4local

Anne Scott from the Office of the Deputy Prime Minister on a project that keeps local government employees up to date but prevents them from drowning.

What was the aim of the project?

To join up delivery of information from central government departments and agencies to local authorities by creating a single, searchable gateway database for relevant information and guidance. More than 50 departments, agencies and NDPBs now add data to the site. Our recruitment campaign is continuing and more will be joining. The site has a searchable archive with summaries of more than 9,500 publications and 1,100 related links.

To make it easier and quicker for local authorities to get access to information and easier for them to make the links between cross-departmental initiatives, saving time and effort. Feedback from local authorities in our research is positive and the number of people using the site continues to rise. Most users say that they are highly satisfied with the service because it does what it says on the tin. Our twice-daily e-mail alert service now has nearly 25,000 subscribers. Research has confirmed that some local authorities circulate the info4local e-mail to staff, thus giving it a much larger circulation. Individual users also pass on information and we have made it easier for them to do so by introducing a 'tell a colleague' facility.

What are the main lessons?

The project involves partnership with central government departments, local authorities, contributors and users.

Lessons learned include:

- **All partners have valuable experience** – so don't reinvent the wheel when a partner may already have the answer to a problem
- **Keep in touch with partners**, keep them informed and give them credit
- **Listen to feedback and act on it.**

Challenges included:

Developing the pilot info4local into a new web site and launching it to a tight schedule: achieved by working closely with contractors and keeping to deadlines;

Ensuring that contributors add their data promptly so that info4local is as up to date as possible: we check that they do so and prompt them when they don't;

Promoting the site on a limited budget: we continue to build in regular promotion to people in local authorities and others;

Recruiting more departments, agencies and public bodies to contribute to info4local: we have a rolling programme for this and are currently concentrating on particular sectors.

What benefits have been realised?

We provide a one-stop service for local authorities that did not exist before. There are big wins for both sides of this flow. People in local authorities get information delivered to their desktop instead of having to wait for mailings or browse a number of different web sites. Contributing departments, agencies and public bodies know

that the data they add to info4local reaches a large number of people in local authorities who have asked to receive the information.

Our research shows:

The average time saving in for people in local authorities is between 45 minutes to an hour per week

64% of users agree or strongly agree that it is easier to get information from info4local than going to the web sites of departments and agencies

84% of users agree or strongly agree that info4local helps to give them a broader appreciation of the information available from central government

85% of users say that info4local makes them aware of all the publications that they require from central government

90% of users say that they pass on information they get from the info4local e-mail alert.

We are now looking in more detail at potential savings on paper mailings to local authorities.

Has the project been rolled out?

We are continuing to run info4local as a free service, largely funded by the Office of the Deputy Prime Minister (ODPM), with contributions from four other partner departments, the Department for Education and Skills, Department for Work and Pensions, Home Office, and Department of Health.

We are now working with the Office of Public Services Reform on further developing info4local's role as a one-stop service to cover virtually all communication between central and local government. A new cross-departmental programme, Better Communications4local, has been established to take this forward.

What would you recommend to those thinking of/doing a similar type of project?

- Base your project on research, including with the target audience.
- Keep it simple.
- Focus on the main objectives and target audience.
- Make it as easy as possible for partners and others to make their contributions.
- Make it a priority to keep your web site as up to date as possible.
- Promote your product.
- Respond to feedback from users.
- Continue to look at ways of improving your service.

Your final thoughts on your experience with ISB and running the project.

A great experience. Our progress would have been far slower without ISB's support and the future less certain. Thank you for helping us to make info4local a success.

For more on this particular ISB project visit www.info4local.gov.uk

Overture

The ISB is about joined up government, forging new alliances, creating partnerships and promoting innovation by sharing risks involved in new types of delivery so that the public can get the benefit of a more integrated package of services.

ISB learns and disseminates lessons from successful and unsuccessful projects, so that it can inform the design of future service delivery and policy by partnerships across the public sector.

There is an ISB unit, which looks over the ISB programme working to create an environment in which more people know about ISB, and are better able to access the lessons that are being learnt through the programme.

ISB has many avenues it uses to disseminate the lessons learned from its projects. ISB assemble a programme of events, for example seminars and workshops, which bring together project managers and others to digest and exchange their experiences to date. Other means of disseminating best practice are through publications, articles and a dedicated website.

The ISB website has a searchable database which lists the projects in the ISB portfolio with a brief description of each project and an email link to the contact of the project so that lessons can be shared and partnerships can be developed.

The ISB is moving through an interesting phase. We are beginning to find out how much of the promise offered by the projects supported has been fulfilled. And ensure that the findings are made known to a global audience.

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