



The Government's Expenditure Plans 2000-01 to 2001-02

Cabinet Office

Central Office of Information

Office of the Parliamentary Commissioner
for Administration and
Health Service Commissioners

Privy Council Office

House of Lords

House of Commons

National Audit Office

Electoral Commission

Presented to Parliament by the Minister for the
Civil Service and the Chief Secretary to the Treasury
by Command of Her Majesty
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Contents

**5 Cash plans : summary tables for
Classes XVII and XVIII**

The Reports of:

13 The Cabinet Office

**127 Office of the Parliamentary
Commissioner for Administration
and Health Service Ombudsman**

137 Privy Council Office

143 House of Lords

147 House of Commons

151 National Audit Office

160 Electoral Commission

Cash Plans : Summary Tables Classes XVII and XVIII

Cabinet Office, Privy Council Office and Parliament

Cash Plans

This volume sets out the spending plans for the financial years 2000-01 to 2001-02 of the government and parliamentary organisations some or all of whose expenditure in 2000-01 will fall in Class XVII or Class XVIII.

The following tables show the amount of expenditure outturn and planned expenditure in cash terms for each organisation for the period 1994-95 to 2000-01. The remainder of this volume is devoted to the reports of the individual organisations.

Class XVII – Cabinet Office, Security and Intelligence Services, Civil Superannuation, Central Office of Information, and Privy Council.

Class XVII – Reconciliation between cash plans and estimates

Class XVIII – Parliament and National Audit Office

Class XVIII – Reconciliation between cash plans and estimates

Class XVII – Cash Plans

Class XVII Cash Plans

Cabinet Office, Security and Intelligence Services, Civil Superannuation, Central Office of Information, and Privy Council

Table 17.1 Cash plans

£ millions	1994-95	1995-96	1996-97	1997-98	1998-99	1999-00	2000-01	2001-02
	←————— outturn —————→					←————— plans —————→		
CABINET OFFICE, SECURITY AND INTELLIGENCE SERVICES, AND CIVIL SUPERANNUATION								
SPENDING IN DEPARTMENTAL EXPENDITURE LIMITS (DEL)								
Central Government Spending								
Voted								
1A Cabinet Office	74	83	82	79	118	159	124	100
1B Security Facilities Division	-2	1	1	2	#	#	0	0
1C Centre for Management and Policy Studies	2	1	#	-1	-2	0	3	2
1D Government Car Despatch Agency	0	0	0	#	-1	0	0	0
Royal Commission on House of Lords' Reform	0	0	0	0	#	1	0	0
Occupational Health and Safety Agency	#	1	-1	0	0	0	0	0
Recruitment and Assessment Service	-1	-1	#	0	0	0	0	0
Chessington Computer Centre	#	-1	0	0	0	0	0	0
2A Security and Intelligence Services: Administration and operations	856	782	742	704	686	769	771	774
3A Civil Superannuation, central funding of early departures	40	328	301	91	87	78	68	60
Total voted	969	1,194	1,125	875	888	1,007	966	936
non-voted								
Privatisation of the Custody Guards Agency	0	0	#	#	0	0	0	0
Privatisation of Chessington Computer Centre	0	#	#	#	0	0	0	0
Privatisation of Recruitment and Assessment Service	0	#	#	#	0	0	0	0
Privatisation of Occupation Health and Safety Agency	0	#	#	#	0	0	0	0
Privatisation of Her Majesty's Stationery Office	-3	7	-7	#	0	0	0	0
Cabinet Office CFERS	#	#	#	#	#	-2	0	0
Departmental Unallocated Provision	0	0	0	0	0	#	12	21
Total non-voted	-3	7	-7	0	0	-2	13	21
TOTAL CABINET OFFICE, SECURITY AND INTELLIGENCE SERVICES, AND CIVIL SUPERANNUATION SPENDING IN DEL	966	1,201	1,118	875	888	1,005	979	957
# Cash amounts below £0.5 million are not shown								

Cash Plans : Summary Tables for Classes XVII and XVIII

1

£ millions	1994-95	1995-96	1996-97	1997-98	1998-99	1999-00	2000-01	2001-02
	←————— outturn —————→					←————— plans —————→		
CABINET OFFICE, SECURITY AND INTELLIGENCE SERVICES, AND CIVIL SUPERANNUATION								
SPENDING IN ANNUALLY MANAGED EXPENDITURE (AME)								
Central Government spending								
Voted in Estimates								
Pensions	1,048	1,174	1,305	1,344	1,326	1,483	1,442	1,509
of which:								
2B Security and Intelligence Services	25	23	25	27	27	30	31	33
3B Civil Superannuation	1,024	1,151	1,279	1,317	1,299	1,452	1,410	1,474
TOTAL VOTED	1,048	1,174	1,305	1,344	1,326	1,483	1,442	1,509
Non-voted								
Pensions	-112	-86	-109	-131	-157	-16	-16	-17
of which:								
Security and Intelligence Services	-15	-14	-14	-15	-15	-16	-16	-17
Civil Superannuation	-97	-72	-94	-116	-142	0	0	0
Total	-112	-86	-109	-131	-157	-16	-16	-17
TOTAL CABINET OFFICE, SECURITY AND INTELLIGENCE SERVICES, AND CIVIL SUPERANNUATION IN AME	936	1,088	1,196	1,213	1,169	1,467	1,426	1,492
CENTRAL OFFICE OF INFORMATION								
SPENDING IN DEPARTMENTAL EXPENDITURE LIMITS (DEL)								
Central Government Spending								
Voted								
Financial support to the trading fund	0	0	5	0	0	0	0	0
4A Publicity and Advisory Services	1	1	1	1	1	1	1	1
Grant in aid to the Royal Household for the procurement of publicity services	0	0	0	0	0	0	0	0
TOTAL CENTRAL OFFICE OF INFORMATION IN DEL	1	1	6	1	1	1	1	1
Of which:								
Central government's own expenditure	1	1	1	1	1	1	1	1
TRADING FUND	0	0	5	0	0	0	0	0
PRIVY COUNCIL OFFICE								
SPENDING IN DEPARTMENTAL EXPENDITURE LIMITS (DEL)								
Central Government Spending								
Voted								
5A Privy Council Office Administration	2	2	2	2	2	2	3	3
TOTAL PRIVY COUNCIL OFFICE IN DEL	2	2	2	2	2	2	3	3

Class XVII Reconciliation between Cash Plans and Estimates

£ millions	1998-99 outturn	1999-00 estimated outturn	2000-01 plans
PROVISION WITHIN DEPARTMENTAL EXPENDITURE LIMITS (as in cash plans table)	891	1,010	983
Less non-Voted expenditure within Departmental Expenditure Limits	#	0	12
Total Voted Expenditure Within Departmental Expenditure Limits	891	1,010	970
PROVISION WITHIN ANNUALLY MANAGED EXPENDITURE (as in cash plans table)	1,169	1,467	1,426
Less non-Voted expenditure within Annually Managed Expenditure	-157	-16	-16
Total Voted Expenditure Within Annually Managed Expenditure	1,326	1,483	1,442
TOTAL VOTED EXPENDITURE	2,217	2,493	2,413

Class XVIII Cash Plans

Parliament and National Audit Office

Table 18.1 Cash plans

£ millions	1994-95	1995-96	1996-97	1997-98	1998-99	1999-00	2000-01	2001-02
	←————— outturn —————→					←————— plans —————→		
PARLIAMENT								
SPENDING IN DEPARTMENTAL EXPENDITURE LIMITS (DEL)								
Voted								
1A Total Office of the Parliamentary Commission and Health Service Commissioners	8	10	13	13	13	14	14	15
Total House of Lords	37	40	39	39	43	46	50	48
of which:								
2A Peer's expenses, administration etc	24	25	25	26	30	31	31	32
2B works services	14	15	14	14	14	14	22	16
Non-voted							0	
Total House of Commons	170	186	212	241	260	277	246	238
of which:								
4A Members salaries etc	69	72	82	96	86	92	95	99
XVIII 1A Administrative expenses	100	114	130	145	174	185	151	139
TOTAL PARLIAMENT SPENDING IN (DEL)	215	236	264	293	316	337	310	301
NATIONAL AUDIT OFFICE								
SPENDING IN (DEL)								
XVIII B 1A Voted	36	37	37	38	41	43	45	46
Other (non-voted)	-1	-1	-2	-1				
TOTAL NATIONAL AUDIT OFFICE SPENDING IN (DEL)	35	36	35	37	41	43	45	46
ELECTORAL COMMISSION								
SPENDING IN DEPARTMENTAL EXPENDITURE LIMITS (DEL)								
XVIII C 1A Voted							3	
Non-voted								
TOTAL ELECTORAL COMMISSION SPENDING IN (DEL)							3	

Class XVIII Reconcile Cash Plans

£ millions	1998-99 outturn	1999-00 estimated outturn	2000-01 plans
PROVISION WITHIN DEPARTMENTAL EXPENDITURE LIMITS (as in cash plans table)	357	380	358
Less non-Voted expenditure within Departmental Expenditure Limits	0	0	4
Total Voted Expenditure Within Departmental Expenditure Limits	357	380	358
TOTAL VOTED EXPENDITURE	357	380	358

Reports of the Cabinet Office and Central Office of Information

Contents

Chapter 1 – Introduction	19
MINISTERIAL CHANGES	19
PERMANENT SECRETARY	19
PRINCIPAL CHANGES SINCE 1999 DEPARTMENTAL REPORT	19
TRANSFER OF FUNCTIONS	21
CABINET OFFICE ORGANISATION	21
Chapter 2 – Delivering better public services: progress	23
Introduction	23
CABINET OFFICE ROLE	23
CABINET OFFICE OBJECTIVES	23
PERFORMANCE AGAINST PSA TARGETS DURING 1999-2000	24
Part 1: Objective 1	25
Objective 2	28
Objective 3	29
Objective 4	31
Objective 5	34
Part 2A: Departmental Operations	35
Part 2B: PSA Productivity Targets	36
Cross-Cutting PSA: Action Against Illegal Drugs	37
Implementing Modernising Government within the Cabinet Office	37
POLICY MAKING	39
RESPONSIVE PUBLIC SERVICES	42
QUALITY PUBLIC SERVICES	43
INFORMATION AGE GOVERNMENT	43
PUBLIC SERVICE	44
Chapter 3 – The Cabinet Office Groups	46
Expenditure and Cash Plans	46
WORK OF THE CABINET OFFICE GROUPS	47
NO. 10 DOWNING STREET	47
Prime Minister’s Office	47
Chequers Trust	48

PARLIAMENTARY BUSINESS SUPPORT	48
Leader of the House of Lords, Lord Privy Seal and Minister for Women	48
Parliamentary Counsel Office	48
Office of the Government Chief Whip (Commons)	48
Office of the Government Chief Whip (Lords)	48
SECRETARIATS	49
Central Secretariat	50
Committee on Standards in Public Life	50
Intelligence and Security Committee Secretariat	50
Ceremonial Branch	50
Political Honours Scrutiny Committee	51
Constitution Secretariat	51
Defence and Overseas Secretariat	51
Economic and Domestic Secretariat	52
British Government Panel on Sustainable Development	52
European Affairs Secretariat	52
Joint Intelligence Organisation	52
Security Commission	53
Security Vetting Appeals Panel	53
CROSS-CUTTING ISSUES	53
Social Exclusion Unit	53
Performance and Innovation Unit	54
Women's Unit	54
Women's National Commission	55
United Kingdom Anti-Drugs Co-ordination Unit	55
PUBLIC SERVICE DELIVERY	56
Regulatory Impact Unit	56
Better Regulation Task Force	56
Office of the e-Envoy	56
Central IT Unit	57
Modernising Public Services Group	57
Modernising Government Secretariat	58
CIVIL SERVICE MANAGEMENT MATTERS	60
Centre for Management and Policy Studies	60
Corporate Development and Training Directorate	61
Policy Studies Directorate	61
Civil Service Corporate Management Command	61
Performance Management Directorate	62
Change Management and Diversity	62

Personnel Management and Pay	62
Senior Salaries Review Body	62
Civil Service Pensions Division	62
Recruitment and Development of People Directorate	63
Fast Stream, European and Recruitment	63
Senior Appointments, Succession Planning and Mobility Brokerage	63
Learning Strategy	63
Central Support on Management Information and Communications	64
Command Secretariat and Management Systems	64
Office of the Civil Service Commissioners	64
Advisory Committee on Business Appointments	64
Office of the Advisory Committee on Business Appointments	64
Office of the Commissioner for Public Appointments	65
International Public Service Unit	65
Civil Service Appeal Board	65
Government Information and Communication Service	65
Development Centre	65
Media Monitoring Unit	66
GICS Secretariat	66
Y2K Media Co-ordination Unit	66
INFORMATION AND CORPORATE RESOURCES	66
Information Group	66
Corporate Resources and Services Group	67
Infrastructure Services	67
Agencies Unit	68
Her Majesty's Stationary Office	69
Security Facilities Division	70
ACROSS THE DEPARTMENT	70
Personnel Issues	70
Recruitment	70
New Deal	71
Senior Civil Service Salaries	71
Sustainable Development Issues	72
Green Minister	73
Green Contact	73
Publicity and Advertising	73
Public Accounts Committee Recommendations	73

Chapter 4 – Towards the Future	74
NEW VISION, OBJECTIVES AND PRIORITIES 2000-01	74
DEPARTMENTAL INVESTMENT STRATEGY	74
CAPITAL MODERNISATION FUND	77
INVEST TO SAVE	79
EURO PREPARATION AND CHANGEOVER PLANS	80
Chapter 5 – Providing Services to Central Government and the Wider Public Sector	81
The Buying Agency (TBA)	81
Central Computer and Telecommunications Agency (CCTA)	82
Property Advisers to the Civil Estate (PACE)	83
Civil Service College	84
Government Car and Despatch Agency (GCDA)	85
Non-Departmental Public Bodies (NDPBs)	86
Chapter 6 – Resources, Expenditure and Manpower	87
Chapter 7 – Civil Superannuation	92
2000-2001 Cabinet Office: Class XVII, Vote 3	92
INTRODUCTION	92
CHARGING FOR CIVIL SERVICE PENSION COSTS	92
SCHEME MEMBERSHIP	93
CENTRAL MANAGEMENT COSTS	93
ANNUAL COMPENSATION	94
ADVANCE FUNDING OF EARLY RETIREMENT COSTS	94
1998-99 OUTTURN AND 1999-2000 ESTIMATED OUTTURN	94
2000-01 PROVISION	94
Table 7a: Breakdown of expenditure on the Civil Superannuation Vote	95
Table 7b: Breakdown of Appropriation in Aid	95

Chapter 8 – COI	96
INTRODUCTION	96
DEPARTMENTAL RUNNING COSTS AND MANPOWER	96
DELIVERING BETTER SERVICES: PROGRESS	97
DEPARTMENTAL OBJECTIVES AND PSA TARGETS	97
COI ACHIEVEMENT OF PERFORMANCE TARGETS	98
DEPARTMENTAL OPERATIONS AND PSA PRODUCTIVITY TARGETS	100
NON-DEPARTMENTAL PUBLIC BODIES/ APPOINTMENTS	103
HUMAN RESOURCES	103
THE ENVIRONMENT	104
PUBLICITY AND ADVERTISING	104
Chapter 9 – Bibliography	105
Annex – Public Appointments made by Prime Minister Jan 1998 - Dec 1999	105

1 Introduction

1.1 This report outlines the activities funded from Cabinet Office votes during 1999-2000, and sets out spending plans for 2000-01 to 2001-02.

MINISTERIAL CHANGES

1.2 Ian McCartney replaced Peter Kilfoyle as Minister of State in August 1999. Dr Marjorie Mowlam replaced Dr Jack Cunningham as Minister for the Cabinet Office and Chancellor of the Duchy of Lancaster following Dr Cunningham's retirement in October 1999. Graham Stringer was appointed as Parliamentary Secretary in November 1999.

PERMANENT SECRETARY

1.3 Sir Robin Mountfield retired as Permanent Secretary and Principal Accounting Officer for the Cabinet Office Votes (other than the Single Intelligence Vote) in April 1999, and was replaced by Brian Bender.

PRINCIPAL CHANGES SINCE THE 1999 DEPARTMENTAL REPORT

1.4 A number of changes were made to the organisation and functions of the Public Service Delivery work area in March 1999, in order to focus the work better on Ministers' objectives and follow up publication of the Modernising Government White Paper.

Centre for Management and Policy Studies

1.5 The decision to establish the Centre for Management and Policy Studies (CMPS) was announced by the Prime Minister in July 1998 following Sir Richard Wilson's review of the Cabinet Office. It was established on 1 April 1999 and will play a key role in modernising government and Civil Service reform by:

- ensuring that the Civil Service is cultivating the right skills, culture and approaches;
- ensuring that policy makers across government have access to the best research, evidence and international experience; and
- helping government to learn better from existing policies.

Civil Service Corporate Management Command

1.6 Civil Service Corporate Management Command was formed on 1 February 1999. It has recently been restructured so that it can, under the direction of the Civil Service Management Board, implement the Civil Service Reform programme, which was set out in Sir Richard Wilson's report to the Prime Minister published on 15 December 1999.

Modernising Public Services Group (MPS)

1.7 The Efficiency and Effectiveness Group was merged with Service First Unit to create a new Modernising Public Services Group. This brought

together two important aspects of the modernising government agenda: work on meeting user needs, including the Charter Mark, People's Panel and Better Government for Older People; and the programmes for helping to improve effectiveness of Departments, agencies and the wider public sector. The Service First Programme continued to be promoted by the new Group, as were the Next Steps activities and the Public Sector Benchmarking Project. In addition, the Group has taken a leading role in following up the programme on service delivery set out in the White Paper.

Modernising Government Secretariat (MGS)

1.8 A smaller Modernising Government Secretariat was created from the Better Government Team, responsible for co-ordinating the work on implementing the Modernising Government White Paper.

Regulatory Impact Unit (RIU)

1.9 The former Better Regulation Unit was renamed the Regulatory Impact Unit and given the additional tasks of:

- supporting the Better Regulation Task Force in carrying out a drive to remove unnecessary regulation and identify areas where regulations should be simplified;
- and being consulted in advance by Departments on proposed new regulations (in much the same way as the Treasury is on proposals with public expenditure implications), so that unnecessary burdens are avoided and cumulative effects and business uncertainty are minimised.

Appointment of an “E-envoy”

1.10 The Prime Minister announced the appointment of Alex Allan as the first e-envoy in September 1999. His brief is to act as a high-level champion for Information Age issues across Government.

New Media Unit

1.11 The New Media Unit was being established within the Central IT Unit at the time of writing.

Royal Commission on Reform of the House of Lords

1.12 The Royal Commission was set up in March 1999 for approximately one year to undertake a wide-ranging review of options for the House of Lords. It reported in December 1999, and was disbanded in March 2000.

First Parliamentary Counsel

1.13 Edward Caldwell replaced Sir Christopher Jenkins as First Parliamentary Counsel in September 1999.

TRANSFER OF FUNCTIONS

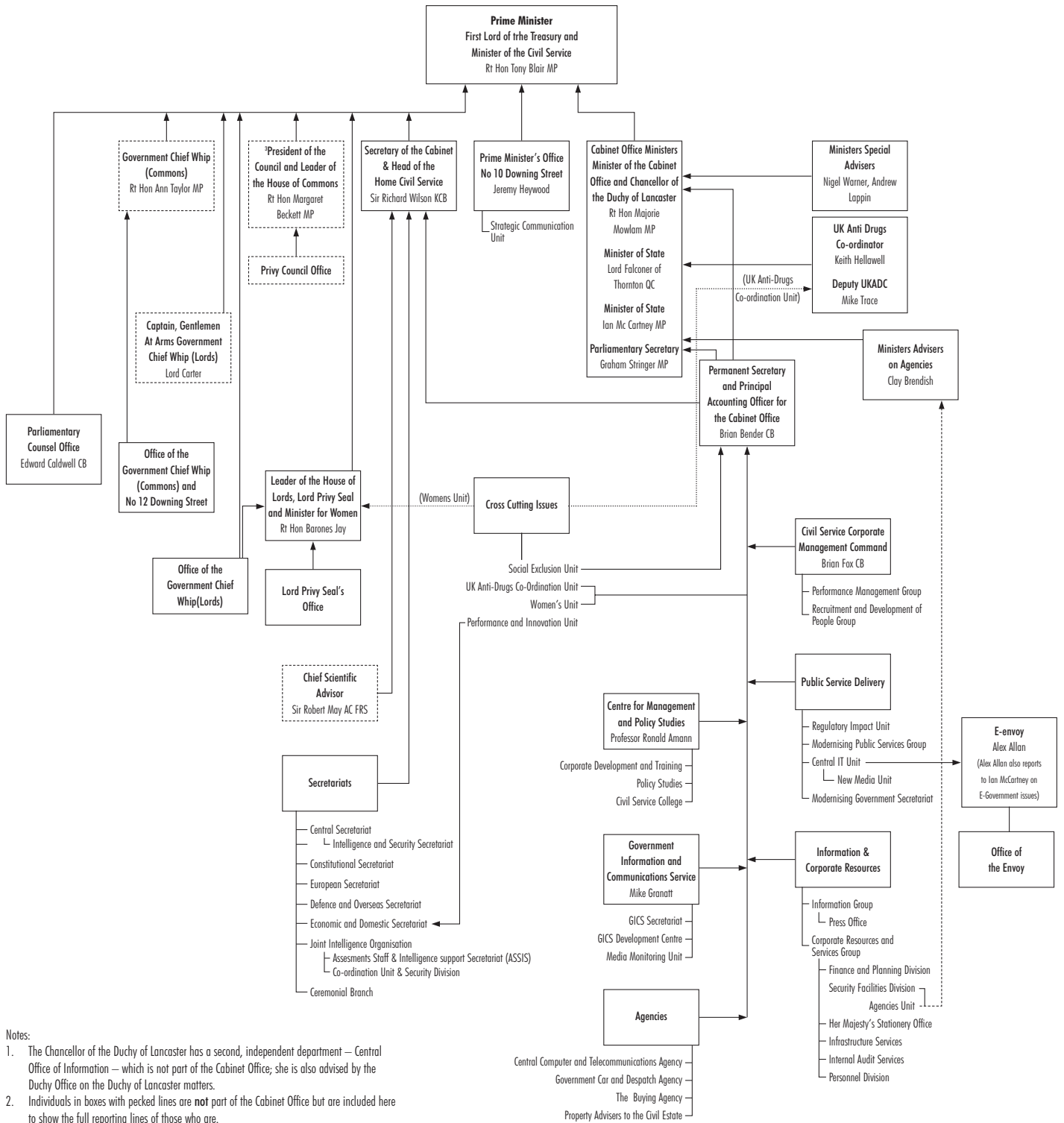
Lord Privy Seal's Office

1.14 The private office team of the Right Honourable Baroness Jay of Paddington (Leader of the House of Lords, Lord Privy Seal and Minister for Women) transferred from the Privy Council Office to the Cabinet Office in April 1999.

CABINET OFFICE ORGANISATION

1.15 The planned organisation of Cabinet Office structure as at 31 January 2000 is shown in the organisation chart opposite. No major changes are anticipated before 1 April 2000.

Cabinet Office



- Notes:
1. The Chancellor of the Duchy of Lancaster has a second, independent department – Central Office of Information – which is not part of the Cabinet Office; she is also advised by the Duchy Office on the Duchy of Lancaster matters.
 2. Individuals in boxes with pecked lines are not part of the Cabinet Office but are included here to show the full reporting lines of those who are.
 3. The President of the Council (Margaret Beckett) was also responsible for Year 2000 issues.

2 Delivering Better Public Service: Progress

Introduction

2.1 In setting out its spending plans for 1999-2002, the Government set new priorities for public spending with significant extra resources in key services such as education and health. The Government also committed to linking this extra investment to modernisation and reform to raise standards and improve the quality of public services. The White Paper, “Public Services for the Future: Modernisation, Reform, Accountability” (Cm 4181), December 1998 and its supplement published in March 1999 (Cm 4315) delivered this commitment by publishing for the first time measurable targets (Public Service Agreements) for the full range of the Government’s objectives.

2.2 The White Paper, “Modernising Government”, published in March 1999 is a statement of the Government’s vision for reform and modernisation of the delivery of public services. These principles provide a means of achieving the results of the PSA targets.

CABINET OFFICE ROLE

2.3 The role of the Cabinet Office, as part of the corporate centre of Government, is to ensure that the Government delivers its priorities. In order to achieve this, it needs to work with No10 and HM Treasury so as to provide coherent pressure and support from the centre; and to work with departments and others to ensure delivery of the government’s aims.

2.4 The framework for the Cabinet Office over the 2000 Spending Review period and beyond was set by the Modernising Government White Paper, based around four main themes:

- i. excellence in policy making;
- ii. responsive, high quality public services;
- iii. information age government (as an enabler for i. and ii.); and
- iv. modernisation of the public services and, in particular, creation of a world class Civil Service.

CABINET OFFICE OBJECTIVES

1. To provide efficient arrangements for collective decision making, including analyses of policy and performance that cut across more than one part of Government and systems which promote co-ordinated action and presentation.
2. To support the Prime Minister effectively and efficiently in his role as Head of Government and to provide similar support to Ministers in the Cabinet Office and the Offices of the Government Whips on matters for which they are responsible.

3. To promote public services, programmes and regulation across the public sector which meet the needs of users and which are of a high quality, modern and well co-ordinated.
4. To provide corporate management for the unified Civil Service, and to ensure that the Government and the devolved administrations in Scotland and Wales are supported by staff with the skills and abilities needed to formulate and implement their policies with professionalism and in accordance with the core values and policies of the Service.
5. To ensure that the services provided by the Cabinet Office, whether through its agencies, the Parliamentary Counsel Office, or by other means, are cost effective and meet the needs of their customers.

PERFORMANCE AGAINST PSA TARGETS DURING 1999-2000

2.5 The Cabinet Office PSA was published as part of the White Paper , “Public Services for the Future: Modernisation, Reform, Accountability” (Cm 4181) in December 1998. It sets out high level performance targets, which are listed below, together with details of progress made by the Cabinet Office during the year 1999-2000.

Part 1

Objective 1: To provide efficient arrangements for collective decision making, including analyses of policy and performance that cut across more than one part of Government and systems which promote co-ordinated action and presentation.

PSA Targets	Performance against Departmental Objectives	Progress against targets
By 1 April 1999, the Performance and Innovation Unit will be established and the Unit will complete reports commissioned by the Prime Minister each year. (PSA target i)	Number of commissioned PIU reports accepted by the Prime Minister.	In 1999-2000 the PIU completed 7 studies for the Prime Minister. Work is underway on a further 4 studies.
By December 1999, the Social Exclusion Unit will have completed and published its reports on teenage pregnancy and 16-18 year olds not in education, training or work; and have kept to timetable for follow up action to its first three reports (Truancy and School Exclusion, Rough Sleeping and a National Strategy for Neighbourhood Renewal). Beyond that the Unit will complete reports commissioned by the Prime Minister each year. (PSA target ii)	Number of commissioned SEU reports accepted by the Prime Minister.	Both reports on teenage pregnancy and 16-18 year olds not in education were published in 1999. The Unit is involved in monitoring of follow up action to all of its reports and is represented on the main groups responsible for implementation.
By December 1999, the Women's Unit will have developed arrangements in line with the published guidelines, to ensure that women's interests are taken into account in the development and delivery of		As part of the Modernising Government programme, the Women's Unit has produced and is consulting on a draft framework for gender impact appraisal. The framework supplements the Policy Appraisal for

PSA Targets	Performance against Departmental Objectives	Progress against targets
<p>policies by all Government departments. (PSA target iii)</p>		<p>Equal Treatment guidelines and is part of a wider strategy to increase understanding of the need for gender mainstreaming and provide practical support for policy makers assessing the impact of their policies on women.</p>
<p>The Women's Unit will have completed the work commissioned by the Minister for Women on cross-cutting policy issues; including by the end of 1999-2000 reports on teenage girls, women's incomes, and the safety and protection of women. (PSA target iv)</p>	<p>Number of commissioned Women's Unit reports accepted by the Minister for Women.</p>	<p>Work completed on cross-cutting policy issues includes:</p> <ul style="list-style-type: none"> • the production of Voices; an innovative document presenting in magazine format the results of an extensive Government listening to women programme together with information on existing policies that help women; actions going on across Government to deliver real improvements to women's lives; and, new and important priorities for the future; • a joint report with the Home Office on the dialogue with young men and women including research into the influences over young people and the gender issues; • a research report into women's incomes over a lifetime;

PSA Targets	Performance against Departmental Objectives	Progress against targets
		<ul style="list-style-type: none"> • a report covering the safety and protection of women, <i>Living without Fear: an integrated response to violence against women</i>. <p>The Unit has also devised a series of templates which will assist employers to implement policies which improve the work:home balance which were published as part of the NHS campaign <i>Improving Working Lives</i>.</p>

Objective 2: To lead and support Civil Service reform so as to secure: a more open diverse professional Service in which people innovate, create and learn; work in partnership; take more personal responsibility; and use new technology to deliver high quality results.

PSA Targets	Performance against Departmental Objectives	Progress against targets
<p>The percentage of Ministerial correspondence replied to within 15 days will be 96% in 1999-2000, 97% in 2000-2001, and 98% in 2001-2002. (PSA target v)</p>	<p>The percentage of Ministerial correspondence replied to within 15 days of receipt.</p> <p>The percentage of all "named day" PQs to be answered fully by the date specified by the MP. Ministers to be provided with all the necessary information to enable them to answer Ordinary Written PQs within five days of the date specified by the MP.</p>	<p>The Cabinet Office replied to 88% of Ministerial Correspondence within the 15 Working Day Target during the period January-December 1999.</p> <p>68% of all "named day" PQs were answered by the date specified by MP during the parliamentary session November 1998 - July 1999.</p> <p>83% of all Ordinary Written PQs were answered within five days of the date specified by the MP during the parliamentary session November 1998 - July 1999.</p>

Objective 3: To promote public services, programmes and regulation across the public sector which meet the needs of users and which are of a high quality, modern and well co-ordinated.

PSA Targets	Performance against Departmental Objectives	Progress against targets
A White Paper on modernising Government will be published by Spring 1999. (PSA target vi)		The White Paper on Modernising Government was published in March 1999.
To pursue continuing improvement in government regulation, including by Spring 1999, the Better Regulation Unit, in consultation with departments, will introduce arrangements for the audit and evaluation of better government practice including the preparation of Regulatory Impact Assessments. (PSA target vii)		By Spring 1999 the RIU introduced annual reporting and publication by departments (in Departmental Reports) of their regulatory performance. In Spring 1999 the RIU was given tighter regulatory controls which mean that the Unit must now be consulted on any policy proposal likely to impose a significant regulatory burden.
	2,500 eligible organisations or part organisations involved in the Charter Mark Award Scheme/Public Sector Benchmarking project in 1999-2000. (OPA measure)	Over 9,000 eligible organisations, or part organisations involved, including nearly 700 in Benchmarking Project; 1,200 applications for Charter Mark; and 7,000 organisations are using Charter Mark self-assessment pack.

PSA Targets	Performance against Departmental Objectives	Progress against targets
	<p>As part of the rolling programme of reviews, reach Ministerial agreement on 26 option studies for agencies and NDPBs in 1999-2000. (OPA measure)</p>	<p>Ministerial agreement reached on action and timetable for 26 reviews. (Target is for agencies only, not NDPBs)</p>
	<p>Report on progress of 25% electronic delivery of government services to Prime Minister on six-monthly basis (May and November) to time. (OPA measure)</p> <p><i>Note: Cabinet Office is not responsible for delivery of target, however, it does have the responsibility of providing the Prime Minister with reports on its progress.</i></p>	<p>Reports published May and December 1999 on CITU website.</p>
	<p>Three waves of quantitative research carried out through People's Panel to be used by other departments/CO and 80% user satisfaction obtained by end of March 2000.</p>	<p>3rd wave of research used by four other departments/agencies – 4th and 5th waves also completed. User satisfaction target met. MPS also carried out a number of qualitative research projects including Access Pages and demand for 24/7.</p>

Objective 4: To provide corporate management for the unified Civil Service, and to ensure that the Government and the devolved administrations in Scotland and Wales are supported by staff with the skills and abilities needed to formulate and implement their policies with professionalism and in accordance with the core values and policies of the Service.

PSA Targets	Performance against Departmental Objectives	Progress against targets
<p>By 1 April 1999, the Centre for Management and Policy Studies will be established; and the centre will deliver its first tranche of new programmes by June 1999 and will meet all initial targets by April 2001. (PSA target viii)</p>		<p>CMPS was formed on the 1st April 1999. Among the immediate tasks for CMPS were delivering new programmes in September:</p> <ul style="list-style-type: none"> • Insight Europe, a major new programme of European interchange; and • an induction programme for Ministers new to government.
<p>By April 2001, a full review of all corporate Human Resource systems will be completed, to ensure that they support the programme for modernising the Civil Service. (PSA target ix)</p>		<p>Following a review led by the Civil Service Management Board a full programme of action to reform the personnel management of the Civil Service was published on 15 December 1999. Departmental action plans covering the year up to 2001 and beyond will have been prepared by end February 2000.</p>

PSA Targets	Performance against Departmental Objectives	Progress against targets
<p>By May 1999, revised versions of the <i>Civil Service Code, Civil Service Management Code and Civil Service Appointment Procedures</i> will be produced and promulgated, together with draft Concordats which will be agreed with the newly formed Scottish and Welsh Administrations, all governing the way the unified Civil Service will operate under a devolved system. A review of the operation of these new arrangements will be completed by April 2001. (PSA target x)</p>		<p>Necessary changes to Civil service Management Code:- achieved and promulgated in May 1999.</p> <p>Draft Concordat on Civil Service Management Issues:- achieved and agreed with the Welsh and Scottish administrations in May 1999.</p>
	<p>Benchmarks for the representation of women, ethnic minorities and disabled people in the Senior Civil Service to be achieved by the year 2005. (OPA measure)</p>	<p>Targets published:</p> <ul style="list-style-type: none"> • 35% of women in SCS posts by 2004-5; • 25% of women in the top 600 posts 2004-5; • 3.2% of ethnic minority staff in SCS by 2004-5. <p>Targets for disabled staff in SCS to be set by March 2000.</p>

PSA Targets	Performance against Departmental Objectives	Progress against targets
	<p>Percentage extension of coverage of new software for the Principal Civil Service Pension Scheme (PCSPS). (OPA measure)</p>	<p>Target outturn: 51% coverage by March 2000.</p> <p>On target to achieve this. Inland Revenue (phase 1) roll-out was achieved in September 1999, phase 2 was achieved in January 2000 and DSS is on target for March 2000.</p>
	<p>Percentage of Civil Service Appeal Board appeals to be held within 15 weeks of receipt with reports issued within 20 working days of hearings. (OPA measure)</p>	<p>a) 86% April-September 1999. Performance improving month by month following return to full complement of Chairs. Target of 95% by March 2000 achievable.</p> <p>b) 99% April-September 1999.</p>

Objective 5: To ensure that the services provided by the Cabinet Office, whether through its agencies, the Parliamentary Counsel Office, or by other means, are cost effective and meet the needs of their customers.

PSA Targets	Performance against Departmental Objectives	Progress against targets
The number of surplus buildings on the Government Estate (384 at 1 April 1996) will be reduced by 67% by April 1999 and 80% by April 2000. <i>(PSA target xi)</i>	Reduction in the number of surplus buildings on the Government Estate.	67% by April 1999 target met. 80% by April 2000 on target.
The Security Facilities Division's (SAFE's) essential functions will be transferred to other government departments and its remaining services will be run down by 31 March 2001. <i>(PSA target xii)</i>		On target.
The Cabinet Office Agencies will meet their breakeven and other targets as appropriate in each year. <i>(PSA target xiii)</i>	Number of agencies which will break even on an accruals basis.	All agencies except PACE are on course to meet their break even targets.

Part 2

A: Departmental Operations	Target Performance	Progress during 1999-2000
<p>Efficiency of asset utilisation:</p> <ul style="list-style-type: none"> occupied accommodation per staff unit. 	<p>For 1998-99, cost per unit: £5,037</p>	<p>Yearly target: will review at end of year. Value of target in question as the Department has grown rapidly over the year.</p>
<p>Efficiency of Departmental Operations:</p> <ul style="list-style-type: none"> proportion of total running costs spent on central services, including accommodation. 	<p>17%. Proportion as a percentage.</p>	<p>The figures for 1999-2000 were unavailable at the time of writing. The figure for 1998-99 was 17%.</p>
<p>Customer Service Standards:</p> <ul style="list-style-type: none"> percentage of correspondence responses meeting Department's targets of 15 days. percentage of visitors from the public seen within 10 minutes of appointment time. staff covered by Investors in People accreditation (%) within CORE department. 	<p>100% by March 2000</p>	<ul style="list-style-type: none"> Over the period 1 April 1998 to 31 March 1999, the Cabinet Office received nearly 6,000 letters from members of the public and responded to 99% of these within the Department's target of 15 working days. Very few members of the public visit the Cabinet Office. Of those who do, the vast majority are seen within 10 minutes of their appointment time. Presently around 99.5% of whole Department accredited. Lords Whip's Office in assessment.

B: Departmental Operations	Target performance	Progress during 1999-2000
<p>Develop a review programme by September 1999 setting out those services that will be reviewed each year, in line with government policy as set out in the handbook "Better Quality Services", with the intention to review at least 60% of services by March 2003.</p>	<p>Review services to test compliance with BQS policy.</p>	<p>Five year plan agreed by COMB which meets target.</p> <p><i>Agencies:</i> Civil Service College and GCDA reviews completed.</p> <p><i>Contracted out services:</i> reviews of design and print procurement, facilities management (Basingstoke), IT/IS services and travel booking completed.</p> <p><i>In-house activities:</i> Modernising Public Services and Infrastructure Division reviews completed.</p>
<p>Develop opportunities for services which can be completed electronically in line with the PM's target of 25% of all government transactions to be possible electronically by 2002. Put in place processes and monitoring system for services being conducted electronically.</p>	<p>81% by March 2000.</p>	<p>The take-up percentage of those services capable of being conducted electronically is already assessed by CCTA/CITU at 78% based on figures reported in 1999. At the time of writing, figures were due to be re-assessed in Spring 2000.</p>
<p>Complete audit for actual level and pattern of absence in the Cabinet Office.</p>	<p>Complete audit.</p>	<p>Audit completed and targets being set.</p>
<p>A target for sickness absence to be agreed.</p>	<p>6.4 by March 2001. 6.0 by March 2003.</p>	<p>The Cabinet Office is on track to meet these targets (which include its agencies).</p>

B: Departmental Operations	Target performance	Progress during 1999-2000
To increase the proportion of procurement transactions (including payments) made electronically.	Proportion of electronic procurement transactions (40% in 1999-2000, 55% in 2000-01, 65% in 2001-02).	In the first six months of 1999-00 the central Department and its Agencies made a total of 38 % of their procurement transactions by electronic means (excluding facsimile and telephone).
Prompt payment of bills.	Proportion of supplier invoices paid on time (100% in 1999-2000).	95.28% in the period April-November 1999 (figures for the whole of 1999-2000 were unavailable at the time of writing. The figure for 1998-1999 was 91.98%.

Cross-Cutting PSA: Action Against Illegal Drugs

Challenging targets

2.6 Following the publication of the ten-year strategy *“Tackling Drugs to Build a Better Britain”* in April 1998, the Government published the Anti-Drugs Co-ordinator’s first Annual Report and National Plan in May 1999. This set out four Key Performance Indicators for the national anti-drugs strategy. The joint targets encourage closer co-operation and better co-ordination between departments.

2.7 **The four corporate Key Performance Indicators (KPIs), one for each of the four strands of the strategy, are:**

Young people: To substantially reduce the proportion of people under the age of 25 reporting use of illegal drugs in the last month and previous year, and to reduce the proportion of young people using the drugs which cause greatest harm – heroin and cocaine – by 50% by 2008 and by 25% by 2005.

Communities: To reduce levels of repeat offending amongst drug misusing offenders by 50% by 2008 and 25% by 2005.

Treatment: To increase the participation of problem drug misusers, including prisoners, in drug treatment programmes which have a positive impact on health and crime by 100% by 2008; and by 66% by 2005.

Availability: To reduce access to all drugs amongst young people (under 25) significantly, and to reduce access to the drugs which cause the greatest harm, particularly heroin and cocaine, by 50% by 2008 and 25% by 2005.

2.8 In support of these four targets, the Co-ordinator has set 39 one and three year targets across the breadth of the strategy. Progress against individual targets is being closely monitored and will be given in the Co-ordinator's second annual report, to be published in June 2000.

Delivering the strategy

2.9 A great deal of work is underway to lay the necessary foundations for success in meeting the target. Key actions during 1999-2000 included :

- the publication of new clinical guidelines for GPs, based on evidence of best practice in dealing with drug misusers;
- the launch of the Prison Service's new drugs treatment programme, designed to provide care to over 20,000 prisoners annually by 2002;
- the creation of the Drug Prevention Advisory Service to provide advice and support to Drug Action Teams in the delivery of the strategy; and
- a £0.5m campaign to recruit hundreds of new drug workers in order to expand the capacity of the UK's drug treatment sector.

Funding the fight against drugs

2.10 As part of the last Comprehensive Spending Review, the Government allocated an additional £217m to action against drugs over the three year spending review period. The first of this new money came on stream in 1999-2000. In addition, the Government also announced in May 1999 the establishment of the Confiscated Assets Fund. For the first time, money seized from convicted drug traffickers will be used in the fight against drugs. The total funds available amounted to £3m in 1999-2000 and will rise to £5m in 2000-2001.

2.11 In July 1999, a further £20m was set aside to fund the expansion of arrest referral schemes in police stations across the country. These schemes are designed to help drug-misusing offenders gain access to the treatment they need in order to break the links between drugs and crime.

Research and Information

2.12 Information on drugs has historically been difficult to collect and, although some limited data is available, it is not robust enough to effectively track progress against the targets set out in the Co-ordinator's National Plan. For each key indicator, it has therefore been necessary to establish new data collection systems. The UKADCU manages a major new research programme which began in 1999-2000. Better and shared information systems are being put in place to better identify the nature of the problem and to measure the impact of Government activity. New studies which were introduced in 1999-2000 include:

- a new schools survey to accurately measure drug misuse and attitudes to drugs amongst 11-16 year-olds;
- the NEW ADAM urinalysis study of arrestees, designed to monitor levels of drugs misuse amongst offenders; and
- a Key Informants survey aimed to improve the evidence base about the availability of illegal drugs.

Implementing Modernising Government within the Cabinet Office

POLICY MAKING

2.13 The Cabinet Office plays an important role in driving forward the implementation of the Modernising Government agenda across Whitehall and the wider public service. For example, the sections of this report on individual Cabinet Office units set out how this is taken forward. A large part of the work of the Cabinet Secretariat involves promoting good policy making through ensuring collective consideration before decisions on policy matters are made, particularly on work affecting the interests of several Departments. The Centre for Management and Policy Studies will be developing tools and a knowledge pool to spread good practice in policy making, and this work is complemented by the work of the Public Service Delivery Group and the cross-cutting units (Women's Unit, Performance and Innovation Unit, Social Exclusion Unit, and UK Anti-Drugs Coordination Unit), who promote collaborative thinking across Government. It is also implementing the Modernising Government agenda within its own organisation, ensuring that its work is consistent with the four main themes of the Modernising Government White Paper. For instance:

- The **Centre for Management and Policy Studies (CMPS)** has developed a knowledge management vision to support policy making throughout the Civil Service. As well as identifying and disseminating national and international best practice in policy making, CMPS is developing pilot electronic 'knowledge pools' on policy areas to support cross-departmental policy formulation. CMPS has developed a system of

departmental peer review to help departments learn better from existing policies (the Cabinet Office will be one of the first departments to undergo peer review in Summer 2000) and will establish a centre of expertise in policy evaluation. CMPS is also running a series of policy seminars, bringing together senior officials, Ministers and experts from outside Whitehall; the first of these seminars will be held in March.

- The **Regulatory Impact Unit (RIU)** has developed its policy on Regulatory Impact since the publication of the Modernising Government White Paper, seeking to ensure that Regulatory Impact Assessments are carried out at the earliest stage, and that Departments examine the risk, costs and benefits and identify any alternatives before seeking collective agreement. The RIU must be consulted on any policy proposal likely to impose a significant regulatory burden – just as the Treasury is consulted on public expenditure issues.
- Following extensive consultation with Departments, Agencies and NDPBs, the **Modernising Public Services (MPS) Group** published in February 2000 new guidance on how to review Agencies and NDPBs to improve the quality and effectiveness of public services. The new guidance sets out a new approach to the way in which Departments should review their Agencies and NDPBs so that they deliver better services to the public, easily accessible and simple to use.
- The **MPS Group** also supported (as Secretariat and Chair) the work of the Quality Schemes Task Force. The Task Force consulted widely on quality schemes and their use, and produced a report recommending that guidance should be developed. The format of the guidance is being based on the evidence gathered from a total of 549 consultation responses, and the effectiveness of the guidance will be evaluated in 2001.
- The **MPS Group** also supports the Inter-Ministerial Group (IMG) on Older People, which works to raise the profile of older people's issues within government and co-ordinate policies towards them. It has carried out research into their attitudes and aspirations and has undertaken a series of *listening to older people* events (including a special event for older people from ethnic minority communities) in order to gather evidence of older people's perceptions of the problems they face and the priority with which they should be tackled. This is being used to shape the forward work programme of the IMG.
- The **Effective Performance Division** within MPS put together a network and broad steering group to develop policy on performance measurement. This Measurement and Performance Project (MAPP) produced an interim report of case studies in November 1999, and

will provide guidance to Ministers in Autumn 2000. The process will then be evaluated.

- The **Social Exclusion Unit** has delivered a series of reports to the Prime Minister on cross-cutting issues. Each of these has been based on evidence of what has worked in the past, either in this country or in comparable conditions overseas, and has been worked up in consultation with all interested parties. For example, the *Rough Sleeping Report* recommended bringing together the previous range of prevention and service-provision initiatives in one unit, with a single budget, to ensure greater efficiency and clearer focus on outcomes such as reducing the number of rough sleepers.
- The **Performance and Innovation Unit** has delivered a number of projects, including *Developing E-commerce in the UK*, *Active Ageing* (examining the trend towards economic inactivity amongst people in their fifties), and *Accountability and Incentives* (examining how current accountability arrangements and incentive systems can be reformed to facilitate joined-up policy-making and delivery). These projects aim to improve the government's ability to address medium and long-term, strategic, cross-cutting issues, and to promote innovation in the development and delivery of policy. The Unit's reports on the formulation and management of cross-cutting policies and services ("*Wiring it Up*") and on the framework necessary for rigorous policy analysis ("*Adding it up*") were published in January 2000. Their implementation across Whitehall will be a key step towards the commitment to joined-up and evidence-based policy making.
- The **Women's Unit** has delivered several reports on cross cutting initiatives to benefit women. In October 1999 it produced the pioneering report – 'Voices' – which provides a unique picture of what matters to women in Britain today and sets out for the first time in one place action being taken right across Government to improve the lives of women. Designed and written for women, 'Voices' represents a groundbreaking step forward in two-way communication – a key to good policy making and central to the Modernising Government programme.
- In developing framework policies for call centres, websites, digital TV, smartcards and authentication, the **Central IT Unit** ensured that it followed the key policy making principles set out in the Modernising Government White Paper. Consultation extended across Whitehall, local authorities and the wider business, academic and voluntary sector communities. Framework guidelines were based on the best available evidence and drew in wide-ranging expertise. They are publicly available and will be subject to regular review and evaluation.

2.14 The Department will continue to monitor and evaluate the way it develops policy on policy-making over the coming year, as the CMPS develops its role.

RESPONSIVE PUBLIC SERVICES

2.15 The Cabinet Office provides very little in the way of direct services to the general public, its focus being very much more on providing corporate services and guidance to the rest of Government and the wider public sector. However, officials and Ministers in the Department do receive a steady flow of correspondence from MPs, members of the public, business and voluntary organisations, and others. To modernise and improve the handling of this correspondence, a central enquiry point has been created in the Department in 1999. This handles postal and telephone queries. The address and phone number is advertised on the Departmental website.

Six Whitehall Standards

2.16 The six service standards for central government came into effect on 1 April 1997. These committed all government departments and agencies to:

1. set a target for responding to correspondence from the public;
2. to see visitors with pre-arranged appointment times within ten minutes of their appointment;
3. to provide at least one telephone enquiry point;
4. to consult the public on service delivery issues;
5. to have a complaints procedure in place;
6. and to make services accessible.

2.17 Revised standards were announced in the Modernising Government White Paper (published in March 1999) and came into effect on 1 October 1999. The Cabinet Office will report on performance against these new standards in its next Annual Report.

2.18 Over the period 1 April 1998 to 31 March 1999, the Cabinet Office received nearly 6,000 letters from members of the public and responded to 99% of these within the Department's target of 15 working days. Very few members of the public visit the Cabinet Office. Of those who do, the vast majority are seen within 10 minutes of their appointment time. The Department's telephone enquiry number is: 020 7270 1234.

2.19 A number of consultation exercises have been undertaken over the period, including to inform the preparation of the Modernising Government White Paper and the development of other departmental initiatives. Three waves of research have been completed using the People's Panel. Panel

members – 5000 randomly selected members of the public – have been asked for their views on issues including public transport, health services, electronic delivery of government, local democracy and community involvement. The results are used to improve public services.

2.20 The Department has a published complaints procedure. It is set out on the Department's website (www.cabinet-office.gov.uk), and is explained to all complainants. The Department uses a variety of ways to explain its role and responsibilities to the public. This includes the new website, plus a range of printed documents, including, where appropriate, versions in minority languages.

QUALITY PUBLIC SERVICES

2.21 Internal Management Consultancy Branch was transferred from Infrastructure Division to Finance and Planning Division in order to take forward aspects of the Modernising Government White Paper within the department:

- To lead the Better Quality Services (BQS) Programme;
- To develop a risk management framework and procedures and to embed risk management in the department's culture; and
- To pursue continuous improvement in performance through the EFQM Excellence Model.

2.22 The 1999-2000 BQS programme of reviews of activities and services was completed. The reviews were penetrating, focused on required outputs and outcomes, and included benchmarking against private and public sector organisations that have similar services. Best practice has been included in contract specifications that have been drawn up to ensure better quality services at optimal costs. Risk self-assessment groups were facilitated and a risk management register is being compiled. The Branch applied the Excellence Model to Infrastructure Division and assisted with drawing up an action plan for performance improvement.

2.23 The Branch undertook several effectiveness and efficiency reviews across the department. It also continued to support the Senior Civil Service structure through job evaluation.

INFORMATION AGE GOVERNMENT

2.24 The Cabinet Office is on track to meet the Prime Minister's target for 25% of services to be available electronically by 2002 (see progress against PSA targets on page 12). The department is also connected to the Government Secure Intranet.

PUBLIC SERVICE

Civil Service Reform

2.25 The Modernising Government White Paper set out the Government's commitment to public services and public servants, recognising that as the reforms of the processes and organisation of public services evolve and change, so must the roles and working culture of the people that deliver them. The Civil Service Management Board established 4 groups each led by Permanent Secretaries looking at specific issues for collective discussion at Sunningdale.

2.26 Sir Richard Wilson's report (to the Prime Minister) was published on 15 December 1999. The Prime Minister agreed his recommendation that there should be a reform programme lasting 3-5 years based on the following 6 themes:

- stronger leadership with a clear sense of purpose;
- better business planning;
- sharper performance management;
- dramatic improvement in diversity;
- a service more open to people and ideas and which brings on talent;
- a better deal for staff.

2.27 A Civil Service Modernisation Fund of £100 million has been commissioned to support the programme over the next 2 years. It will be invested in reform projects which cannot be funded within existing running costs.

2.28 For each theme Sir Richard Wilson has nominated a Permanent Secretary "champion" to spearhead change across the Civil Service. Departments draw up plans by the end of February to implement the reform programme. The Civil Service Management Board is leading the programme of reform. Cabinet Office will provide corporate support and encouragement to Departments, will monitor the implementation of the reform programme, and will ensure that reform targets are included in each Department's PSA. Key milestones will be included in the Modernising Government Action Plan.

Modernising the Cabinet Office

2.29 In response to the conclusions of the Civil Service Management Board's conference at Sunningdale in September 1999 and report to the Prime Minister on Civil Service Reform, the Cabinet Office is developing a "Modernising the Cabinet Office" Action Plan. Work on the plan is being taken forward by a cross-Departmental "Change Management Group", and will comprise responses to the actions identified in the Civil Service Reform

report as well as actions to address issues specific to the Cabinet Office, identified through a staff survey in the Spring of 1999. These specific issues include greater collaborative working, valuing diversity, and addressing long hours working. Staff are being consulted on key issues within management units, and through discussion forums on the Department's "CabWeb" intranet facility.

Investors in People

2.30 The Cabinet Office's iP accreditation was reviewed in the summer and successfully renewed. The feedback from the assessor was very positive and a number of developmental points arising from the review and an internal audit report are being taken forward in an iP Maintenance and Development Plan.

2.31 The Prime Minister's Office, the Office of the Government Chief Whips in the Commons and the Parliamentary Counsel Office have been accredited in their own right. Assessment of the Lord Whips Office is in progress.

Equality

2.32 An Equality and Diversity Group was set up and it reported in October. Following their work and the report of the Civil Service Reform Programme, the Management Board agreed an action plan for Fairness, Equality and Diversity.

2.33 During the year, the department became accredited by the Employment Service as *Positive about Disabled People*. A theatre style workshop on racial equality for the SCS was held in June and a seminar for representatives of ethnic minority communities held in November. The Cabinet Office Black and Asian Network (COBAN) and the Disabled Staff – Cabinet Office group (DiSCO) continued to make useful contributions.

2.34 A childcare voucher scheme for staff with children under school age was introduced in January. A mentoring scheme for ethnic minority staff and women managers was also introduced during the year.



INVESTOR IN PEOPLE

3 The Cabinet Office Groups

Expenditure and Cash Plans

3.1 The following table sets out Expenditure and Cash Plans for the Cabinet Office.

Table 2A: Expenditure and Cash Plans - Cabinet Office Class XVII

£ millions	1998-99 outturn	1999-2000 estimated outturn	2000-01 plans
RUNNING COSTS			
Cabinet Office			
Core Cabinet Office	125	127	114
of which:			
Ministers and Permanent Secretaries (includes Economic Summit 1998-99)	18	12	
Secretariat and Cross Cutting Issues	15	19	
Public Service Delivery	16	17	
Civil Service Management Matters	22	25	
Information, Establishment and Organisation	49	48	
Parliamentary Business Support	5	6	
Security and Facilities Division (1)	20	17	7
Centre for Management and Policy Studies (previously Civil Service College (3))	17	20	22
Government Car and Despatch Agency (2)	11	12	12
Royal Commission on the House of Lords' Reform	0	1	0
TOTAL RUNNING COSTS	173	177	155
CURRENT (includes Departmental Unallocated Provision)	3	26	13
CAPITAL	25	38	37
TOTAL GROSS EXPENDITURE	201	241	205
Appropriations in Aid	-89	-81	-66
of which:			
Receipts from common services	-7		
Receipts from sales of publications and services to other Departments and the public generally	-1		
Recovery of relevant accommodation costs from minor occupiers/Receipts from minor occupiers of Cabinet Office buildings	-1		
Recovery of costs of loans and loaned staff	-2		
VAT refunds	-8		
Receipts from participants in the TOP Management Programmes (TMP)	-1		
Receipts from the administration of Crown and Parliamentary Copyright (HMSO)	-1		
Receipts in respect of central management costs of the PCSPS, CSAVC, FSSU and receipts offsetting legal costs incurred on cancellation of the QUASAR project	-14		
Receipts from the trading activities of CMPS	-21		
Receipts from the trading activities of SAFE	-20		
Receipts from the trading activities of GCDA	-13		
TOTAL APPROPRIATION IN AID	-89	-81	-66

(1) Represents residual services provided previously by Security Facilities Executive. Its functions have transferred to other government departments or to wider public/private sector by March 2001.

(2) Next Steps Agencies.

(3) CSC will rescind agency status following merge with CMPS from 1 April 2000.

WORK OF THE CABINET OFFICE GROUPS

3.2 There are seven main areas of work within the Cabinet Office:

- No. 10 Downing Street;
- Parliamentary Business Support;
- Secretariats;
- Cross-Cutting Issues;
- Public Service Delivery;
- Civil Service Management Matters;
- Information and Corporate Resources.

3.3 Except for the Security and Intelligence Services and Civil Superannuation, which have their own votes, expenditure is borne on Class XVII. The work of individual Cabinet Office groups is described in the rest of this chapter.

NO. 10 DOWNING STREET

Prime Minister's Office

3.4 Number 10 Downing Street staff provide support to the Prime Minister in his role as Head of the Government. This includes:

- ensuring that the Prime Minister has efficient and effective policy advice, and effective links with the rest of Whitehall, through the Private Office and Policy Unit;
- providing effective communication to the media, Parliament and the public, in particular through the Press Office, Strategic Communications Unit, Research and Information, Parliamentary Section, Direct Communications, Appointments and Honours;
- providing an effective and efficient administrative support service including the Duty Clerk's Office, Garden Rooms, Security and IT support, and an Office Services function for Number 10 and Chequers;
- planning and smoothly executing the arrangements for the Prime Minister's overseas visits, regional tours and receptions, dinners and any other non-political engagements.

3.5 The Cabinet Office provided 130 staff and £10.5 million expenditure in 1999-00.

Chequers Trust

3.6 The Cabinet Office makes an annual grant in aid (£276,000 in 1999-00) to the Chequers Trust to assist in the maintenance of the Chequers estate.

PARLIAMENTARY BUSINESS SUPPORT

Leader of the House of Lords, Lord Privy Seal and Minister for Women

3.7 The private office team consisting of eight staff, including two special advisers and a budget of £492,000 transferred from the Privy Council Office to the Cabinet Office in April 1999. The team supports Baroness Jay in her dual role of Leader of the House of Lords and Minister for Women. Much of the office's work last year involved assisting the Minister during the passage of the House of Lords Bill as the first stage in reforming the second chamber. The office provides support to the Minister as leader of the front-bench team of Ministers responsible for the government's legislative programme in the House of Lords and provides general advice and support to peers of all parties.

3.8 The private office works closely with the Women's Unit in the Cabinet Office. As Minister for Women, Baroness Jay leads on promoting the women's agenda across government, ensuring that gender issues are fully represented in the Government's business. The office supports the Minister in this role and as Chair of the Cabinet sub-Committee on cross-departmental issues relating to women.

Parliamentary Counsel Office

3.9 The Cabinet Office makes provision for the Office of the Parliamentary Counsel (55 staff and £7.4 million expenditure in 1999-00). The Parliamentary Counsel Office drafts all Government Bills, Government amendments to Bills (except those relating exclusively to Scotland) and any motions required, including financial resolutions. It also advises on all aspects of parliamentary procedure related to Bills.

The Whips' Offices

3.10 The Cabinet Office provides staff and support services for the Government Whips' Office in both Houses of Parliament (25 staff and £1.36 million expenditure in 1999-2000).

Office of the Government Chief Whip (House of Commons)

3.11 The aim of the Office is to support the Government Chief Whip. The Chief Whip's functions fall into two main categories:

- Business Management
- Party Management

3.12 As well as having to deal with every government department over planning and arranging their Parliamentary Business, the Private Secretary has a responsibility for dealing with all the political parties in the House of Commons.

3.13 In addition, the Whips Assistants based in the House of Commons, provide administrative support to the Government and Opposition Whips.

Office of the Government Chief Whip (House of Lords)

3.14 The Government Whips' Office supports the Government Whips and the Leader of the House in their delivery of the Governments' Parliamentary programme and advises ministers, opposition, backbench peers, government departments and others on all matters concerning the organisation of business in the House of Lords.

SECRETARIATS

3.15 The Secretariats provide efficient arrangements for making decisions that affect more than one department. Such decisions are taken by Cabinet, by its committees and sub-committees, by ad hoc meetings of ministers chaired by the Prime Minister or other senior Ministers, or by ministerial correspondence. The Secretariats service this business, arranging meetings, ensuring papers are prepared, briefing the Chairmen, and recording decisions made either at meetings or in correspondence. Where necessary, the Secretariats lead official groups that support the work of committees or submit reports to the Prime Minister and ministers.

3.16 The Secretariats work closely with the other groups within the Cabinet Office to ensure that the Government's approach to collective policy making supports, and is supported by, its approach to the delivery of services and the management of the Civil Service.

3.17 There are seven Secretariats:

- Central Secretariat;
- Ceremonial Branch;
- Constitution Secretariat;
- Defence and Overseas;
- Economic and Domestic;
- European Affairs;
- Joint Intelligence Organisation.

3.18 They each deal with different aspects of collective decision making and focus on the work of different departments across Whitehall.

3.19 Ceremonial Branch does not service committees. It supports the Prime Minister in the preparation of his Honours Lists and deals with honours policy.

Central Secretariat

3.20 The Central Secretariat provides advice to the Head of the Home Civil Service, Ministers and Departments, on issues including: ministerial responsibilities and accountability; the machinery of government; propriety, standards and ethics issues in relation to Ministers, Special Advisers and other civil servants; and public appointments and public bodies. The Central Secretariat also services the Cabinet Office Management Board. The Central Secretariat is the Cabinet Office's contact point with the Public Administration Select Committee and the Government's contact point with the Parliamentary Ombudsman and the Commissioner for Public Appointments. The Central Secretariat is also the sponsor division for the Committee on Standards in Public Life.

Committee on Standards in Public Life (an NDPB)

3.21 The Committee is an independent body, charged with the task of examining current concerns about standards of conduct of all holders of public office. The work of the Committee contributes to departmental efforts to ensure better government and high ethical standards within the civil service, NDPBs and other public bodies. The Committee is not empowered to investigate individual allegations of misconduct.

Intelligence and Security Committee Secretariat

3.22 This Secretariat serves the Intelligence and Security Committee, a committee of Parliamentarians established under the Intelligence Services Act 1994 to examine the expenditure, administration and policy of the Secret Intelligence Service (SIS), Government Communications Headquarters (GCHQ) and the Security Service. The Committee is appointed by, and reports to, the Prime Minister.

Ceremonial Branch

3.23 The Ceremonial Branch co-ordinates and develops honours policy across government and the preparation of the Prime Minister's half-yearly Honours Lists. It also handles the receipt and processing of honours nominations by members of the public; policy on, and co-ordinating the assessment of, cases leading to civilian gallantry awards; and the co-ordination of policy on the award of decorations and medals in the UK. On these matters the Branch provides advice to the FCO, MOD and other Departments.

3.24 The Branch is divided into the **Honours Unit**, dealing with the half-yearly Honours Lists, publication of Imperial Service Medal recipients in the London Gazette and providing support for general honours policy; and the **Nominations Unit**, which annually processes around 7,000 honours nominations from members of the public.

The Political Honours Scrutiny Committee

3.25 The Ceremonial Officer is also the Secretary to the Political Honours Scrutiny Committee.

Constitution Secretariat

3.26 The Constitution Secretariat was set up immediately after the General Election in May 1997 to take forward the Government's wide-ranging programme of constitutional reform. The main purposes of the Secretariat are to work alongside the departments with lead responsibility for each element in the Government's constitutional reform programme and to service the collective decision making necessary to deliver the Government's objectives in the order of priority and to the timetable set by ministers within the lifetime of a Parliament. The Secretariat plays an important co-ordinating role in bringing together interested departments and ensuring cohesion across the programme as a whole.

3.27 There are currently two policy teams taking forward this work. The role of one team is to facilitate the process of devolution within the United Kingdom and to liaise with the Home Office on electoral reform. The other team has policy responsibility for reform of the House of Lords and covers all other manifesto commitments on constitutional reform, including Freedom of Information, the incorporation of the European Convention on Human Rights into UK legislation, a strategic authority for London, and an independent Statistical Service. In addition there is a legal team that provides advice on the new legislation in all of these areas, and on its implementation.

Defence and Overseas Secretariat

3.28 The principal role of the Defence and Overseas Secretariat is to ensure that the business of government, in respect of defence and overseas affairs, is conducted in a timely and efficient manner. This is achieved through the effective co-ordination of the full range of defence, security and foreign policy issues across all government departments and agencies (both through the formal Cabinet Committee machinery and ad hoc arrangements), and by providing timely and informed advice to the Prime Minister and other ministers. The Secretariat is also responsible for the United Kingdom's central government crisis management machinery, including maintenance of plans and facilities for responding to a variety of home and overseas emergencies.

Economic and Domestic Affairs Secretariat

3.29 The Economic and Domestic Affairs Secretariat supports decision making on all cross-cutting economic and domestic issues, except for those serviced by the European and Constitution Secretariats. It supports those committees responsible for co-ordinating policy on economic, environmental, and local government issues, as well as all aspects of Home and Social Affairs. In particular, it supports the committees that make recommendations on the Government's expenditure plans, its legislative programme, and its welfare reform agenda. The Secretariat advises on issues of parliamentary handling and procedure; it co-ordinates plans for the government response to emergencies; and it supervises their implementation when particular emergencies arise. The Directors of the Social Exclusion Unit and the Performance and Innovation Unit (listed under Cross-Cutting Issues) report to the Head of the Secretariat.

British Government Panel on Sustainable Development (an NDPB)

3.30 The British Government Panel on Sustainable Development advised the Government throughout 1999-2000 on promoting sustainable development. From the beginning of the next financial year it will be wound up and many of its functions will pass to The Sustainable Development Commission.

European Affairs Secretariat

3.31 The principal role of the European Secretariat is to support the Prime Minister in driving forward the Government's European Union agenda. The Secretariat does this by ensuring that, for any issue, there is an agreed government policy that is timely; clearly identifies and promotes United Kingdom interests; is realistic; and is followed through rapidly and effectively. It also provides advice on the substance and tactics of EU negotiations to the Prime Minister.

Joint Intelligence Organisation

3.32 The Joint Intelligence Organisation (JIO) is at the centre of the UK's intelligence and security organisation. Its prime function is to support the Joint Intelligence Committee (JIC) in producing for Ministers and officials regular intelligence assessments on a range of situations and issues of current concern. Papers approved by the JIC help inform the policy-making process across Whitehall. The Chairman of the JIC, who is also the Intelligence Co-Ordinator, is specifically charged with ensuring that the Committee's warning and monitoring role is discharged effectively.

3.33 The JIO comprises the Assessments Staff, who prepare draft papers for the JIC's consideration, the Intelligence Co-Ordinator's Group, and a supporting administrative unit. In producing assessments, the JIO take into account all sources of information, those publicly available, diplomatic reporting, and intelligence reports. Assessments are subjected to inter-

departmental scrutiny at the drafting stage in sub-committees of the JIC, known as Current Intelligence Groups. These bring together experts from a range of Government Departments and Intelligence Agencies. The text is then normally submitted to the JIC for approval before being circulated to Ministers and senior officials. In cases of urgency (for example, during the crisis in Kosovo) it is issued immediately.

3.34 The Intelligence Co-Ordinator's Group is responsible for the co-ordination of the central intelligence machinery, in particular for reviewing the Government's intelligence requirements and for advising on the allocation of resources to enable the agencies to meet them.

3.35 Security Division, reporting to the Intelligence Co-Ordinator, is responsible for the development and co-ordination of security policy across government.

Security Commission (an NDPB)

3.36 The Security Commission investigates and reports to the Prime Minister on the circumstances in which a breach of security has occurred in the public service and advises whether any change in security arrangements is necessary or desirable. It held one inquiry in 1999, the report of which was published in February 2000 as Command Paper 4578. Further information can be found in 'Public Bodies 1999', published by the Stationery Office, or via the Internet.

Security Vetting Appeals Panel (an NDPB)

3.37 The Security Vetting Appeals Panel hears appeals against the withdrawal or refusal of security clearance and makes recommendations to the appropriate head of department. It heard two appeals in 1999. Further information can be found in 'Public Bodies 1999', published by the Stationery Office, or via the Internet.

CROSS-CUTTING ISSUES

Social Exclusion Unit

3.38 The Social Exclusion Unit was launched by the Prime Minister on 8 December 1997. It helps co-ordinate and improve government action to reduce social exclusion by drawing extensively on research, external expertise, good practice and promising ideas in order to produce joined up solutions to complex and wide ranging problems.

3.39 The Unit does not cover issues of interest to one department only, or duplicate work done elsewhere, but focuses on areas where it can add value and address the long-term causes of exclusion. It is staffed by civil servants from other departments and staff on secondment from local authorities, voluntary bodies and other main agencies.

3.40 The Minister for the Cabinet Office chairs the Ministerial Network on social exclusion which guides the work of the Social Exclusion Unit. Its remit includes chasing progress across Government on the implementation of past Social Exclusion Unit reports.

3.41 The Prime Minister announced the outcome of a review of the Unit's work and future programme in December 1999. During the first part of 2000 the Unit focused on completing the National Strategy for Neighbourhood Renewal, overseeing implementation of its reports and scoping new projects, following which the Prime Minister will choose the next topics for investigation.

The Performance and Innovation Unit

3.42 The Performance and Innovation Unit (PIU) aims to improve the capacity of Government to address strategic, cross-cutting issues and promote innovation in the development of policy and in the delivery of the Government's objectives. The Unit reports directly to the Prime Minister through the head of the Economic and Domestic Secretariat. It acts as a resource for the whole of Government, tackling issues on a project basis, and focusing on long-term problems that cross public sector institutional boundaries. Work on the projects themselves is carried out by small teams assembled both from inside and outside Government to ensure new thinking and a wide range of experience is brought to bear on the issues. In 1999-2000 the PIU completed 7 studies for the Prime Minister.

Women's Unit

3.43 The aim of the Women's Unit, which supports the Ministers for Women, is to understand the views and concerns of women, inject them into policy making and communicate what the Government is doing for women.

3.44 The Women's Unit is a small, flexible unit, whose aim is to add value from a woman's perspective, to what the Government is already doing; and develop policies and proposals on specific initiatives which are important to women, but by their nature are cross-cutting and unlikely to emerge from any individual department. The Women's Unit is *not* a Department for Women and has no executive or implementation functions. The Unit's base in the Cabinet Office maximises the ability to follow and influence policies across Whitehall. The Unit works in three main arenas:

- Listening to Women – ensuring the views and concerns of women are heard;
- Project Work – taking the lead across Whitehall on specific pieces of work that deliver benefits for women;
- Mainstreaming – injecting the woman's perspective into activities across Government.

3.45 The Unit also has a small research capability which provides the intellectual authority for the work of the unit and a communications team. This team runs the listening programme that last year resulted in the views of 30,000 women from across the UK being published in a magazine called *Voices*, and leads on communicating what the Government is doing for women.

Women's National Commission (an NDPB)

3.46 The Women's National Commission (WNC) was set up by the Government in 1969 in response to a resolution adopted by the UN Economic and Social Council recommending that member states establish national commissions or similar bodies to represent the views of women.

3.47 The WNC, an advisory non-departmental public body (NDPB), has an official remit: *to ensure by all possible means that the informed opinion of women is given its due weight in the deliberations of government and in public debate on matters of public interest including in particular those which may be considered of special interest to women.*

3.48 The WNC has more than one hundred partner organisations drawn from professional associations, voluntary bodies, the major political parties, trade unions and religious groups representing all parts of the UK. The WNC Chair was last year selected under the Public Appointment system for the first time and approved by the Minister for Women. A Steering Group made up of women representing experts and partner organisations is selected in the same way.

3.49 The WNC is supported in its work by a secretariat of staff who are civil servants seconded to serve the WNC as an independent organisation.

The United Kingdom Anti-Drugs Co-ordination Unit

3.50 This Unit of twelve people was originally set up in 1994-95 as the Central Drugs Co-ordination Unit, based in the Privy Council Office. It was renamed in April 1998 and transferred to the Cabinet Office in July 1998.

3.51 The Unit's purpose is:

- to support the Minister for the Cabinet Office in her responsibilities for co-ordinating the Government's anti-drugs policies;
- to support the UK Anti-Drugs Co-ordinator and his Deputy in implementing and monitoring the anti-drugs strategy "Tackling Drugs to Build a Better Britain", published in April 1998;
- to ensure the coherence of the anti-drugs policies and actions on drug issues;

- work closely with departments, Drug Action Teams, the Drug Prevention Advisory Service and other external agencies to build up and improve upon the network of resources and support mechanisms already in place which are geared towards the implementation of the strategy.

3.52 The UK Anti-Drugs Co-ordinator, Keith Hellawell, and his Deputy, Mike Trace, were appointed in 1997-98 to review action against drugs and put together a comprehensive strategy. Their role is to provide the day-to-day leadership and focus in implementing the Government's strategy. They are Special Advisors to the Prime Minister and the UK Government.

PUBLIC SERVICE DELIVERY

Regulatory Impact Unit (RIU)

3.53 The RIU helps Ministers and departments to provide a regulatory environment that achieves the right balance between promoting productivity and competitiveness and providing a framework for a fair, healthy and secure society. It develops and promulgates best practice and examines the regulatory proposals of individual departments. The Unit also provides support to the Better Regulation Task Force.

Better Regulation Task Force (an NDPB)

3.54 The Task Force, chaired by Lord Haskins of Skidby, advises the Government on better regulation. Its eighteen members are drawn from big and small businesses, consumer and citizens groups, the charity and voluntary sector, the trade union movement and enforcement community. The BRTF publishes a number of reports each year including an annual report.

Office of the e-Envoy

3.55 The purpose of the Office of the e-Envoy is to lead the UK in its drive to be the best place in the world for e-commerce. This will be done by working with partners in the public, private and voluntary sectors, and internationally to develop:

Modern Markets – developing a legal, regulatory and fiscal environment in the UK and globally that facilitates e-commerce;

Confident People – helping individuals and businesses take full advantage of the opportunities opened up by information and communication technologies, and ensuring that those opportunities are available to all;

Information Age Government – ensuring that the UK Government is a global exemplar in its use of information and communication technologies;

Analysis and Benchmarking – ensuring that government and business decisions are informed by reliable and accurate e-commerce monitoring and analysis.

Central IT Unit

3.56 Central Information Technology Unit (CITU) was set up in November 1995. CITU's remit is to drive forward the work on Information Age Government, including the implementation and review of the Government's Corporate IT Strategy. This strategy sets out the key principles for a stronger collective approach to IT issues across the wider public sector and is supported by a series of frameworks for key areas such as web sites, smart cards, call centres, digital television, data standards, authentication and privacy.

3.57 CITU also leads on:

- monitoring of the Government's targets for electronic service availability, take-up and quality;
- review of the effectiveness of significant public sector IT projects;
- work to conclude action and apply the lessons learned from the work to co-ordinate the Government's response to the Year 2000 problem.

Modernising Public Services Group

3.58 The Modernising Public Services (MPS) Group was created on 1 April 1999 following the merger of the Service First Unit and the Efficiency and Effectiveness Group. The Group works alongside other parts of the public service delivery command, as well as with colleagues elsewhere in the Cabinet Office and the wider public sector to improve the **effectiveness** and **quality** of public services and to make them more **responsive** to their users.

3.59 MPS played a major part in the Modernising Government White Paper, leading on the responsive and quality public services chapters (3 and 4), and is now driving forward implementation in these areas.

3.60 The Group's core activities include:

- improving public sector performance through running the Charter Mark Award Scheme and promoting the Public Sector Benchmarking Programme using the EFQM Excellence Model;
- guiding departments, agencies and NDPBs as they review all services and activities every five years under the Better Quality Services programme;
- helping ensure executive agencies improve performance and modernise through quinquennial reviews;

- leading the Better Government for Older People and Better Government for Ethnic Minorities programmes, and supporting the Inter-Ministerial Group on Older People;
- developing a consumer test to measure and benchmark customer satisfaction with public services, and building on the People's Panel;
- promoting innovation and joined-up working, notably through running the Invest to Save budget in co-operation with the Treasury;
- improving the use of performance measures and targets in multi-agency partnerships through the Measurement and Performance Project;
- working through Service Action Teams to provide more joined-up services for the public;
- spreading best practice and innovation through, for example, a new beacon scheme, involving front-line staff, an interactive Best Practice web site, and published guidance.



The Modernising Government Secretariat

3.61 The Minister for the Cabinet Office leads the implementation of the Modernising Government programme, set out in the White Paper, Cm4310, published in March 1999. The Modernising Government Secretariat is responsible for strategy, support and co-ordination, across the Department and the wider public sector.

3.62 The purpose of the Government's programme is to realise the full potential of the public sector (and its partners) to bring about real change on the ground and to deliver the results that matter and to which the Government is committed. Its broad aims include:

- better policy-making that is more evidence-based, joined-up and strategic;
- making sure that public service users, rather than providers, are the focus, by matching services more to the way people live their lives and the situations families, groups of people and businesses find themselves in; and
- delivering services that are high quality and efficient.

3.63 Two main factors for making this happen are information age technology and valued, motivated public servants. Over 5 million people in the United Kingdom are public servants and they work with partners in the voluntary and private sectors.

3.64 The challenges in implementing such a wide-ranging programme include its scale and impact; and the fact that, while its purpose is to shift the

balance towards the interests of service users rather than providers, the action and the changes rest mainly with providers. It will also be a long-term programme but one where early, significant results are needed. Good communication is a vital ingredient, with the public and with public servants and their representatives. Ministers have made clear that this is a priority area.

3.65 The Minister for the Cabinet Office chairs a Ministerial Committee on Better Government (MISC7) and leads the Cabinet Office Ministerial team in steering the programme. The Permanent Secretary chairs a Project Board of officials and external members, supported by the Modernising Government Secretariat. The Project Board includes members from the Local Government Association, the NHS, the TUC, business, consumer interests and academics, as well as the major delivery departments of Government. There are good links to the Information Age Champions Group chaired by the e-Envoy.

3.66 Within the Cabinet Office, work is taken forward in four workstreams relating to the five main Government commitments in the White Paper:

- better policy making;
- responsive, and high quality, efficient public services;
- Information Age government; and
- valuing public service.

3.67 Ministerial leadership provides strategy and coherence across these areas and their many contributory activities, as well as the connections to cross-cutting programmes such as the work of the Social Exclusion Unit. For example, within her overall responsibility for Modernising Government, Dr Mowlam has specific interest in action within it to promote diversity in the Civil Service and the wider public sector.

3.68 Chapter 2 of this report, on pages 39 to 45, outlines the work in the workstream areas and there is more detail in the preceding pages of this chapter.

3.69 In order to provide a sharper focus to implementation, the Minister has established six strategic priorities for the programme:

- a framework for good policymaking;
- effective business planning;
- reviews to improve quality and service standards and responsiveness;
- a corporate IT strategy for Government;
- modernising the Civil Service;
- modernising the rest of the public sector.

3.70 All Cabinet Office Ministers are involved in taking forward these priorities, with Ian McCartney, the Minister of State, taking overall day-to-day responsibility. Other lead responsibilities include, for example, Ian McCartney on information age government and quality and responsiveness of public services, and Graham Stringer, Parliamentary Secretary, on policymaking, the wider public sector workstream and regulatory burdens. Mr McCartney and Mr Stringer support Dr Mowlam on communications and spreading the message to, and gathering feedback from, public service deliverers. The Minister for the Cabinet Office works closely with the Chief Secretary to the Treasury, for example on the Invest to Save Budget, Public Service Agreements and communications about modernising public services.

3.71 The Government published in July 1999 the Modernising Government Action Plan, setting out the milestones that would be met to deliver the sixty two White Paper commitments. The Modernising Government Secretariat reports progress each month to the Minister of State and publishes an updated report on the Internet. The Cabinet Office has also commissioned from each department an Action Plan to show how they plan to implement the programme including, specifically, a plan for Civil Service reform.

3.72 The Modernising Government Secretariat is responsible to the Permanent Secretaries for taking forward modernisation and managing change within the Cabinet Office, to implement here the management reforms proposed by the Civil Service Management Board and endorsed by the Prime Minister. It is co-ordinating the Department's own Action Plan.

CIVIL SERVICE MANAGEMENT MATTERS

Centre for Management and Policy Studies

3.73 The Centre for Management and Policy Studies, which incorporates the Civil Service College, was formally established on 1 April 1999. The intention to establish the CMPS was first announced by the Prime Minister in July 1998 following Sir Richard Wilson's review of the Cabinet Office. Part of the remit of the CMPS was clarified in the Modernising Government White Paper, which said that the CMPS would identify and spread best practice in policy making, build the Civil Service as a learning organisation and introduce departmental peer reviews and joint training of Ministers and civil servants.

3.74 Since its establishment, the CMPS has clarified its role as follows:

- to ensure that the Civil Service is cultivating the right skills, culture and approaches to perform its task;
- to ensure that policy makers across government have access to the best research, evidence and international experience; and
- to help government to learn better from existing policies.

3.75 The CMPS comprises five directorates. The roles of two of these are described below. The three remaining directorates are: the Civil Service College which will remain an executive agency until 1 April 2000, when it will become an integral part of the CMPS whilst continuing to operate as a business; the International Consultancy Group, today a part of the College but which is to become a separate directorate; and the Resources and Business Directorate.

Corporate Development and Training Directorate

3.76 Corporate Development and Training Directorate provides a range of senior level development and training opportunities for leaders and future leaders of the Civil Service and other organisations in the public and private sectors. These include the Top Management Programme, Insight Europe and the Node Programmes. In addition, the Directorate arranges high level policy-focused events, bringing together senior officials, policy makers and experts from across Government and beyond. The Directorate is also responsible for programmes of Ministerial training.

Policy Studies Directorate

3.77 Policy Studies Directorate will work with departments to create new ways in which knowledge and evidence can be managed and used more effectively in the policy making process across the Civil Service; be responsible for the Centre's research programmes; create a repository of knowledge in the theory and practice of policy making and evaluation; and create a new Resource Centre at the heart of Government to support the wider policy community.

Civil Service Corporate Management Command

3.78 The Civil Service Corporate Management Command was formed on 1 February 1999. It has recently been restructured with project teams to implement over the next 3-5 years, under the general direction of the Civil Service Management Board, the Civil Service reform agenda which was set out in a Report from Sir Richard Wilson, Head of the Home Civil Service, to the Prime Minister published on 15 December 1999 ([www.cabinet-office.gov.uk/civil service/21st_century](http://www.cabinet-office.gov.uk/civil%20service/21st_century)). This work will focus on 6 themes:

- stronger leadership;
- better business planning;
- sharper performance management;
- dramatic improvement in diversity;
- a service more open to people and ideas, and which brings on talent;
- a better deal for staff.

The Command is organised in two Directorates to progress this work.

1) Performance Management Directorate

The Directorate comprises:

Change Management and Diversity

3.79 This Division is responsible for tracking and monitoring the implementation of the reform programme throughout the Civil Service, in support of the Civil Service Management Board. It has particular responsibility for work on the Service's "Vision and Values"; and for corporate actions to address the under representation of women, ethnic minorities and disabled people – particularly in the Senior Civil Service – to achieve a dramatic increase in the diversity of the Civil Service.

Personnel Management and Pay

3.80 This Division is leading the work on performance management and pay systems, including the development of a new common framework for performance management in the Senior Civil Service. It also ensures that the non-pay terms and conditions of civil servants support the new management agenda; represents the UK Government at OECD meetings; and has developed partnership arrangements with the Civil Service unions at national level. It provides support and advice to the President of the Council and the Lord Privy Seal on pay and allowances for Ministers, MPs and MEPs; and to the Minister for the Cabinet Office in her capacity as chair of the Special Advisers Remuneration Committee on the pay arrangements for Special Advisers.

Senior Salaries Review Body (SSRB) (an NDPB)

3.81 The SSRB is an independent review body which makes recommendations to government on the remuneration of the Senior Civil Service; the judiciary; senior officers of the armed forces and of certain other public appointments.

Civil Service Pensions Division (CSP)

3.82 CSP manages and develops Civil Service pension and compensation arrangements, sets scheme rules, provides central direction and leadership of those arrangements, monitors scheme administration by employers at the strategic level, promotes good practice and effective and efficient administration, operates statutory dispute resolution procedures, procures pension payroll and other services, and oversees financial control of the Principal Civil Service Pension Scheme (PCSPS) and the associated charging arrangements for pension, compensation and central management costs. It manages the Civil Superannuation Vote for which a report and financial information is given in Chapter 7.

3.83 The Division is working on better and more flexible pension arrangements for the Civil Service, as well as modernising scheme administration.

3.84 The PCSPS is among the largest pension schemes in the country, with some 494,000 active members, around 529,000 pensions in payment to retired members and dependants of deceased members, some 24,000 members in receipt of ongoing benefits following early departure, and some 247,000 members with deferred benefits. Membership is drawn primarily from the Civil Service but also includes some non-departmental public bodies.



2) Recruitment and Development of People Directorate

The following Divisions fall under this Directorate:

Fast Stream, European and Recruitment

3.85 This Division manages recruitment to the Fast Stream Development Programme, seeking, in particular, to increase the diversity of recruits and to develop new approaches to recruitment to increase the accessibility and appeal of the scheme. It is also taking forward work to improve the image of the Civil Service as an employer, for example by developing a more co-ordinated approach to Civil Service recruitment. It also supports the Government's commitment to work more closely with European Partners by raising EU awareness across the Civil Service and increasing UK representation in the EU Institutions.

Senior Appointments, Succession Planning and Mobility Brokerage

3.86 This section plays a significant role in the career management of senior staff. It advises the Head of the Home Civil Service, the Senior Appointments Selection Committee (SASC), and the Permanent Secretaries Remuneration Committee on appointments and remuneration for the most senior posts in the Civil Service. Under the Civil Service reform programme the branch will be responsible for the management and promotion of a website for all SCS vacancies, as well as brokering interdepartmental moves for those with potential.

Learning Strategy

3.87 The Division helps departments and agencies make a reality of the commitment in the Modernising Government White Paper to make the Civil Service a learning organisation by promoting a culture of lifelong learning. The Division supports departments and agencies in implementing those elements of the Civil Service reform programme relating to the identification of talent and development of people.

3.88 It supports the Central Government National Training Organisation in developing and maintaining a corporate strategy for Civil Service training and development (on which it works closely with the Centre for Management and

Policy Studies). The Division is also responsible for facilitating the exchange of people both within the Civil Service and other sectors of the economy. It leads on the Government's commitment that all Civil Service organisations will become accredited Investors in People and for implementing a qualifications strategy to ensure that the Civil Service meets and exceeds the national targets.

The following central units support the work of the two Directorates:

Central Support on Management Information and Communications

3.89 This Division collects and analyses Civil Service personnel statistics to inform and monitor policy and provide information for Parliament and the public, and is developing the use of electronic communications within and outside the Command.

Command Secretariat and Management Systems

3.90 CSMS supports the Command as a whole, particularly managing its budget and plans. It is also the area where the policy responsibility and expertise in JESP and JEGS (the two systems of job evaluation for the Civil Service) resides.

3.91 From April 2000 work of the Offices of the Civil Service Commissioner, the Commissioner for Public Appointments, the Committee on Business Appointments and IPSU – currently within this Command – are likely to be located elsewhere in the Cabinet Office. Their work is outlined below.

Office of the Civil Service Commissioners (OCSC)

3.92 The Commissioners are the custodians of the principles of selection on merit by fair and open competition. The Commissioners issue a recruitment code to departments and agencies on the interpretation and application of the principles, and audit their policies and practices against it. The First Civil Service Commissioner also has a role in relation to internal senior appointments. The Civil Service Commissioners also hear appeals under the Civil Service Code.

Advisory Committee on Business Appointments (an NDPB)

3.93 The independent Advisory Committee on Business Appointments is appointed by the Prime Minister to consider and make recommendations on applications under the Business Appointment Rules from the most senior Crown servants. The Committee also provides advice directly to former Ministers under published Guidelines on the acceptance of appointments or employment outside Government after leaving office. It is supported by the **Office of the Advisory Committee on Business Appointments (OACOB)** which advises on casework and administers the Business Appointment Rules for Crown Servants.

Office of the Commissioner for Public Appointments (OCPA)

3.94 The Commissioner for Public Appointments is independent of Government. The Commissioner's Code of Practice for Public Appointments Procedures sets out the principles by which most ministerial appointments to public bodies should be made. The Commissioner's remit covers the boards of executive and advisory NDPBs, NHS trusts and health authorities, public corporations, nationalised industries and utility regulators. The Commissioner is responsible for monitoring, regulating and providing advice on the procedures that departments apply to these appointments.

The Commissioner has the right to investigate and deal with complaints. Departments are audited regularly to ensure compliance with the Code and the related Guidance which sets out best practice, and an annual report is published.

International Public Service Unit

3.95 Set up in 1996, IPSU helps to promote and export UK expertise in public sector reform and public administration by co-ordinating and helping to deliver visits to the Cabinet Office for overseas visitors; and by providing support to a wide range of overseas projects, mainly on behalf of the Department for International Development and the British Council. Civil Service Appeal Board (CSAB) (an NDPB)

3.96 The CSAB is an advisory NDPB whose Secretariat is provided by the Cabinet Office. It hears appeals from civil servants dismissed or retired early whose superannuation has been forfeited; against non-payment of compensation or the amount of compensation paid to those dismissed on inefficiency grounds; and those refused permission to take part in political activities.

3.97 In 1998-99 the Appeal Board heard 168 appeals of which about one-fifth were decided in favour of the appellant. A number of recommendations improving the efficiency and effectiveness and setting more challenging targets from the 1998 quinquennial review have been implemented. Codes of practice and annual appraisals for Board Members have also been introduced. A fuller account of the Board's activities is given in its most recent annual report published in September 1999.

Government Information and Communications Service (GICS) Development Centre

3.98 The GICS Development Centre helps departments and their agencies to achieve, and constantly improve, high standards of information and communication. It does so through management of staff recruitment and career development, and by encouraging and facilitating exchange of best practice. The aim of this corporate management is to achieve optimum cohesion between departments to ensure co-ordinated and professional presentation of policy across government.

Media Monitoring Unit

3.99 The Media Monitoring Unit keeps government departments' press offices informed of news developments throughout the day by providing:

- a co-ordinated round-the-clock watch on breaking stories;
- thorough morning, lunchtime and evening summaries;
- tip-offs and intelligent read-outs of running stories.

GICS Secretariat

Office of the Head of the Government Information and Communication Service

3.100 Brought into the Cabinet Office in September 1998, the Head of Profession is responsible for the standards of the service provided by the GICS across Whitehall and its Agencies. His duties focus on the standards of propriety and professional practice, recruitment and promotion. He is line manager of the GICS Development Centre and supports the Head of the Civil Service's work.

Y2K Media Co-ordination Unit

3.101 The Year 2000 Media Co-ordination Unit was an exceptional division set up in February 1998 to handle media and public interest in the Millennium Bug. Until it disbanded in March 2000, it was responsible for the co-ordination of the Government's media communications on the Millennium Bug and date change issues, and for the Bug Public Information Programme. It ran a 24-hour press office operation as part of the Government Millennium Centre over the date change period.

INFORMATION AND CORPORATE RESOURCES

Information Group

3.102 The main aim of the group is to help the Department and Ministers meet their overall aims and objectives, through presentation to the media and direct to the various external audiences. The Group advises the Minister for the Cabinet Office, the President of the Council and Leader of the House of Commons, the Leader of the House of Lords and Minister for Women, two Ministers of State, and two Parliamentary Secretaries, Head of the Home Civil Service and Cabinet Secretary, and officials from the Department's Policy Divisions on their contacts with the media and on presentation of government policy.

3.103 In addition the Group advises and supports the UK Anti-Drugs Co-ordinator and his deputy in their roles of co-ordinating the Government's strategy against the misuse of drugs in the UK. The Group also supports the Commissioner for Public Appointments, the Advisory Committee on Business Appointments and the Parliamentary Intelligence and Security Committee in their contacts with the media.

3.104 The Group's long term strategy is heavily dependent on ministerial priorities and is influenced by the government needs of the moment. The ability to adapt to changing policies and requirements is therefore critical. This was highlighted last year by the Review of Information Group and the establishment of the Unit to co-ordinate issues around genetic modification of food.

CORPORATE RESOURCES AND SERVICES GROUP

3.105 The Corporate Resources and Services Group (CRSG) is part of the Information and Corporate Resources business area, and provides, either directly or under contract, services for the whole of the Cabinet Office.

3.106 The group works to a budget and a plan which is set annually in the context of CRSG's objectives for the year. The main indicators of achievement are customer satisfaction, the achievement of objectives within budget and the attainment of value for money targets.

Infrastructure Services

3.107 Infrastructure Division is responsible for the provision of non-personnel or financial corporate services and support functions throughout the department.

3.108 The Information Technology and Telecommunications Services Branch (ITTSB) manages the provision of contracted out IT services and advises on the acquisition and use of such services. In addition it provides and supports secure telecommunication services for the department and all telecommunications services for the Prime Minister's Office.

3.109 The Branch's main tasks during the year included re-tendering the IT Services contract (to come into force in April 2000) and upgrading the Department's IT system (CABNET).

3.110 The Property Management and Support Services Branch provides a comprehensive range of services including:

- the allocation and audit of accommodation to ensure space and environmental standards are adhered to;
- ensuring that the departmental estate is used 'economically';
- the provision of messengerial, reprographic, security and transport services;
- Health and Safety issues;
- 'Green' issues; and
- emergency arrangements.

3.111 Currently a major responsibility is the refurbishment of new office accommodation and the subsequent relocation of staff from other buildings on the department's estate. Work continues on the refurbishment of the adjoining Admiralty Arch, Kirkland House, and the Ripley Building to form good quality office accommodation for staff that are currently located at several satellite offices around Central London. The refurbishment of Admiralty Arch, planned for completion at the end of April 2000, will be occupied by Cabinet Office staff once it is complete. The current expectation is that Kirkland House and the Ripley Building will be ready for occupation by staff in spring 2001.

3.112 The Branch's 'Green' responsibilities include servicing the department's Environmental Forum, whose work is aimed at reducing the environmental impact of the Cabinet Office's operations including addressing all the commitments agreed by the Government's Green Ministers' committee and falling to the Cabinet Office. *See also paragraph 3.128 on 'Sustainable Development'.*

3.113 The Historical and Records Section is responsible for ensuring that the records of the Cabinet Office and the Prime Minister's Office are managed in accordance with statutory obligations e.g. the Public Records Act. The Section runs the government's official history programme which includes providing administrative support to official historians in the preparation for publication of Official Histories. During the course of the year, the section assumed responsibility for openness issues as they impact on the department.

3.114 Main tasks undertaken during the year included installation of an integrated electronic document management system; the commencement of the Official History on North Sea Oil and Gas; and the setting up of the Whitehall History Publishing Consortium. The latter will provide new arrangements for the publication of Cabinet Office and other department's Official Histories.

Agencies Unit

3.115 The Agencies Unit advises Cabinet Office ministers on the strategies, plans and performance of their executive agencies. There are five Cabinet Office agencies:

- the Civil Service College (CSC);
- the Buying Agency(TBA);
- the Central Computer and Telecommunications Agency (CCTA);
- Property Advisers to the Civil Estate (PACE); and
- the Government Car and Despatch Agency (GCDA).

Note:

3.116 TBA, CCTA, and PACE will be transferring to the Office of Government Commerce (OGC) when it is launched on 1 April 2000. The Civil Service College will become a Directorate of the Centre for Management and Policy Studies on 1 April 2000.

3.117 The Central Office of Information (COI), which is a separate department, agency and trading fund also reports to the Minister for the Cabinet Office.

3.118 The Unit's aims are to:

- secure the most effective and efficient delivery of the services provided by the agencies; and
- establish and implement, or assist the agencies to implement, the most appropriate means of delivering those services.

Her Majesty's Stationery Office (HMSO)

3.119 HMSO oversees the printing and publication of all UK legislation and related official materials in traditional print and via the Internet. Closely linked to the publishing function, is HMSO's management of Crown copyright. These responsibilities arise directly from the Controller of HMSO's statutory and quasi-statutory functions as Queen's Printer and Government Printer for Northern Ireland. The Controller of HMSO also administers Parliamentary copyright on behalf of the UK Parliament. HMSO is currently finalising arrangements for copyright handling on behalf of the Northern Ireland Assembly and the Scottish Parliament.

3.120 HMSO advises government departments on all aspects of official publishing. Given these responsibilities for the publishing and copyright implications of information handling, HMSO plays an integral part in the implementation of government policy relating to access to official material as set out in the White Paper, *The Future Management of Crown Copyright*. HMSO takes the lead in setting up the Government's Information Asset Register and in delivering a class licensing system for the use of government information.

3.121 HMSO also controls expenditure relating to the Public Library Subsidy and the supply of Official publications to UK Members of the European Parliament.

Security Facilities Division*

3.122 SAFE was established as an Executive Agency in 1993 within the Department of the Environment and transferred to the Cabinet Office on

* Formerly Security Facilities Executive Agency (SAFE)

1 January 1996. On 14 May 1998 Ministers announced that SAFE should cease to be an Executive Agency with effect from 1 July 1998. From that date, it became Security Facilities Division, Cabinet Office, so that essential functions and staff could be transferred to other government departments, the wider public sector and the private sector by 31 March 2001. The primary aim of the Division is still to be a first-choice supplier to central government, the wider public sector and other approved customers of quality, security-related support services, whilst effecting a smooth transfer of tasks to alternative providers and recovering the full costs of the Division through charges for its services.

3.123 Security Facilities Division completed the transfer of guarding services to departments and the private sector in December 1999. The remaining services comprise:

- security advice;
- physical and electronic security for buildings and other assets including advisory, design, project management and installation services.

ACROSS THE DEPARTMENT

Personnel Issues

Recruitment

3.124 Systems exist within the Cabinet Office to ensure recruitment is carried out on the basis of Fair and Open Competition and selection on merit. These systems are subject to audit both internally and by the Office of the Civil Service Commissioners (OCSC). The last full audit was carried out by the OCSC late during 1999-2000.

3.125 The Civil Service Commissioners Recruitment Code includes a mandatory requirement for departments and agencies to publish summary information about their recruitment activities. The return for the year April 1999 to March 2000 is shown in the Table below.

Band	TOTAL	Fixed Term	Male	Female	Disabled	Ethnic Minority			
C1	26 (46)]	13	13]	9			
C2	42		20	22		6	7		
B1	22	6]]]]			
B2	5	15					12	0	8
A								0	
SCS		0		0	0	0			
TOTAL	95 (115)	6	48	47	6	24			

Notes:

i. Where the figure in a particular band is less than 5, the figure has been bracketed together with figures in other bands so that individuals may not be identified.

ii. Figures in brackets are estimated numbers in post by March 2000.

Appointments under Permitted Exceptions to Fair and Open Recruitment and Selection on Merit:

SCS Secondment: 1 (male)

Extensions of appointments of up to 12 months

up to a maximum of 24 months: 3 (2 male, 1 female)

New Deal

3.126 The Cabinet Office signed up to the New Deal initiative in 1998. Our aim has been to participate in the New Deal initiative as fully as we can and at least in proportion to our share of employment across the labour market. This has been achieved with 9 starts to date. Six New Dealers are currently in post, three having used their experience with us to find permanent employment outside the department. We will continue to look for suitable opportunities to deploy people under the New Deal programme.

Senior Civil Service Salaries

3.127 The table below shows Cabinet Office SCS salaries as at 23 November.

Pay Range	Total	Pay Range	Total
below £40,000	0	£70,000 – £74,999	10
£40,000 – £44,999	13	£75,000 – £79,999	2
£45,000 – £49,999	25	£80,000 – £84,999	6
£50,000 – £54,999	8	£85,000 – £89,999	3
£55,000 – £59,999	11	£90,000 – £94,999	5
£60,000 – £64,999	17	£95,000 – £99,999	3
£65,000 – £69,999	14	£100,000 +	8
TOTAL			125

Sustainable Development

3.128 As part of Modernising Government programme, the Cabinet Office leads an inter-departmental working group tasked with developing an approach to effective policy formulation, and in doing so making full use of available impact assessment and appraisal systems. Sustainable development and environmental appraisal are among a range of impact assessments which policy makers across Government are already required, as appropriate, to take into account when preparing advice for Ministers. Other impact assessments which policy makers must consider include regulatory (business, charities and voluntary sector), health, gender, race, older workers etc.

3.129 The Cabinet Office's Environment Forum comprises officials including representatives of the Central Office of Information (COI) and the Department's agencies. It is preparing a sustainable development strategy for 'greening' the Cabinet Office's and its Agencies' operations, taking account of Government policies and best practice. It addresses all the commitments agreed by the Government's Green Ministers committee and falling to the Cabinet Office.

3.130 One major element of the strategy is to raise awareness throughout the Cabinet Office about sustainable development issues. To aid this process and to help explain some of the issues in more depth, the Environment Forum is setting up a series of sustainable development seminars and visits for staff.

3.131 On the environmental front specifically, the strategy aims to minimise the Department's environmental footprint – to be achieved through:

- providing guidance on green housekeeping including recycling, energy efficiency best practises and green procurement, including renewable energy;
- monitoring water usage;
- expanding the Cabinet Office's Green Transport Plan.

3.132 During the past year the Cabinet Office and its Agencies took action to reduce the environmental impact of their operations. This included work on the scope for making greater use of alternative fuels for the vehicles operated by the Cabinet Office and its Agencies. For example, the Government Car and Despatch Agency (GCDA), who run the Government Car Service, is replacing its fleet over a five year period with vehicles able to run on both gas and petrol. Since 1997 it has converted 33 vehicles to dual fuelling, and aims to convert at least 50% of the cars it purchases annually. The Cabinet Office, the other Agencies and the COI have a range of plans to 'green' their fleets.

3.133 There has also been work on making greater use of other alternative technologies. For example, the publication of legislation and related materials on the Legislation Web sites with the right to download and reuse the material without restriction has resulted in a reduction in demand for traditional print copies. Similarly, the provision of guidance notes and other advisory material on the HMSO Web site and the increased use of e-mail as a means of handling copyright licensing transactions has reduced the paperwork process.

Green Minister

3.134 The Department's 'Green Minister' is Mr Graham Stringer MP, who acts as advocate for sustainable development, including greening Government, within the Cabinet Office. His role is to ensure that appropriate systems are in place and to encourage his Ministerial colleagues and officials to take into account environmental considerations alongside economic and social ones when making policies and when taking decisions on the operations of the Cabinet Office's buildings and its facilities.

Green Contact

3.135 The Department's "Green Contact" is Stephen Clark (tel. 020 7210 0355), Head of Infrastructure Division and Chair of the Cabinet Office's Environmental Forum.

Public Accounts Committee recommendations to departments

3.136 The PAC published its thirty-sixth report *The Millennium Threat* on 18 August 1999. The report made ten specific recommendations/conclusions: the majority of these were targeted at the Cabinet Office. Where specific recommendations were made, appropriate action was already underway before the Committee's report was published. All action in fulfilling the recommendations has been completed.

4 Towards the future

NEW VISION, OBJECTIVES AND PRIORITIES 2000-01

4.1 The department has revised its objectives and priorities for the period 2000-01, and these are given below. These changes have been made to reflect better its Modernising Government Agenda work.

Vision

1. Our aim is to ensure the Government delivers its priorities.
2. We will do this by working with No 10, Departments and others to modernise and co-ordinate government in order to secure:
 - excellence in policy making; and
 - responsive, high-quality public services

Objectives

1. Working with No. 10, Departments and others to secure: excellence in policy making; responsive, high quality public services; and information age government.
2. To lead and support Civil Service reform so as to secure: a more open diverse professional Service in which people innovate, create and learn; work in partnership; take more personal responsibility; and use new technology to deliver high quality results.
3. To deliver efficient and effective services to the Prime Minister, Ministers, Cabinet and government.

4.2 The performance targets listed in Chapter 1 continue to be valid with the new objectives.

Strategic Priorities for 2000-01

4.3 The strategic priorities show how the work in support of Modernising Government is being taken forward.

4.4 In support of objective 1:

- To work with departments to achieve **Excellence in Policy Making**.
- To work with departments to deliver **responsive, high quality public services** which meet the needs of the citizen.
- To create **Information Age Government**, supporting professional policy making and responsive high quality services.

Note: The Cabinet Office Vision and Objective 2 were correct at the time of writing. However, they may undergo further revision as part of the 2000 spending review.

4.5 **In support of objective 2:**

- To work with departments to ensure delivery of the Civil Service Reform programme.

4.6 **Internal management priority:**

- To improve the effectiveness and coherence of the Cabinet Office through a Change Management programme delivering an innovative and collaborative organisation and one that liberates the talent of its staff.

DEPARTMENTAL INVESTMENT STRATEGY

4.7 The Cabinet Office continuously reviews its strategy for investment. The Agencies are entrusted with delivering their programmes and are accountable for their own performance and investment decisions. The core department allocates capital provision through an annual Capital Challenge Funding exercise. All areas are required to bid for capital and this is scrutinised by a sub-group to the Management Board. All bids have to be supported by deliverables, and, where capital is used to create a stream of efficiency savings, net present value analysis is carried out. This means projects are only selected on a competitive basis and only the most productive in terms of achieving Cabinet Office objectives and PSA targets are approved.

Table 4a: Allocation of Gross New Investment by Main Service Area (Cabinet Office)

	1	2	3	4
£ thousands	1999-00	2000-01	2001-02	20002-03
Cabinet Office	35,290	34,926	11,946	
Security Facilities Division	100	-	-	
CCTA	1,116	1,116	1,116	
PACE	1,684	2,000	2,000	
Centre for Management and Policy Studies	625	650	650	
GCDA	1,931	1,661	1,254	
TOTAL GROSS NEW INVESTMENT	40,746	40,353	16,966	N/A

Each entity making up the Department sets its own rationale for investing decisions.

Core Cabinet Office

4.8 The core expenditure is on the new accommodation project (£25m in year one, £28m in year 2, and £5m in year 3). Other capital expenditure is on security networks and telecommunication links, internal network improvements to take advantage of IT developments and e-commerce, dilapidation and infrastructure works. The investment strategy has three key roles:

- to develop the enabling capacity of the Department to perform productively and economically, with regard to health and safety, legal obligations and external factors;
- to develop common platforms, which are mutually accepted across government;
- to build on the potential of e-commerce.

Security Facilities Division

4.9 Security Facilities Division (SFD) has limited capital expenditure in 1999-00 on IT Year 2000 compliance.

Central Computer and Telecommunications Agency

4.10 CCTA's capital comprises information technology related equipment, which is required to deliver the Government's objective of "joined-up" government. There is also some investment in leasehold accommodation, which provides an appropriate working environment to sustain and support staff. CCTA pursues three main strands of activity in support of its key objective:

- providing services which realise economies of scale for the benefit of the public sector in the IT and telecommunications arena;
- developing best practice advice and guidance and making it available to the public sector community; and
- providing consultancy services, which assist departments to implement best practice guidance in respect of IT and telecommunications related business activities.

Property Advisers to the Civil Estate

4.11 PACE provides property intelligence to the public sector. To an increasing extent, it recovers full costs from customers, which also serves to show how they value the services. Capital investment is required for information systems that are crucial to PACE's operations. A study in 1995 confirmed the economic justification for direct investment in the District Heating System and for installation of a modern Combined Heat and Power plant. The Standby Distribution System is a Civil Contingencies requirement and it requires extensive renovation.

Centre for Management and Policy Studies (including the Civil Service College)

4.12 CMPS expenditure is on improvements to the training/conference suites so that they can compete successfully with other training providers. Business cases are required for all capital spends. The CMPS investment strategy is designed to maintain the infrastructure of Sunningdale Park and

Belgrave Road so that they will continue as high-class training environments, to enable the College to achieve its primary financial targets. Revisions to the content of the investment strategy will be necessary as and when the format of the Centre for Management and Policy Studies becomes clearer, and when the Property Review is finalised.

Government Car and Despatch Agency

4.13 The GCDA investment strategy is dominated by planned vehicle purchases, which clearly relate to the Agency's core business. These anticipated vehicles purchases, amounting to approximately £1 million in total, relate to the two key services provided by the Agency – The Government Car Service and The InterDespatch Service. Other capital projects planned over coming years relate to security and building alterations/dilapidation commitments. In addition they have small amounts of planned expenditure in relation to maintaining adequate workshop and IT equipment needs.

Existing Capital Base

4.14 The Departmental asset base consists largely of capitalised buildings on which it pays a capital charge. The other high value asset is the Whitehall District Heating system and Whitehall Standing Distribution System.

Table 4b: Capital Base (Tangible Fixed Assets)

	Land & Buildings	Motor Vehicles	Plant & Machinery	Fixtures & Fittings	IT & Specialist Equipment	Whitehall District Heating System	Whitehall Standby Distribution System	TOTAL
£ thousands								
NBV at 31 March 1999	83,646	2,293	1,253	1,362	6,373	9,236	7,039	111,202

4.15 One of the major ongoing tasks is for responsible stewardship of assets. Each entity within the Department has developed asset registers and carry out inventory controls. A framework is being promulgated that will track the use of assets and enable better policy decisions on investment programmes and efficient use of resources. The opportunities offered to fully utilise all our assets set out in the guidance on *Wider Markets* has been considered. At this time it does not represent an effective solution for the Department and will be kept under review.

4.16 The core Cabinet Office (excluding Prime Minister's Office) is examining a proposal to allow a private sector company to manage its existing portfolio of IT assets (workstations; printers and ancillaries; servers; active network components; and software). This will reduce the capital expenditure but will have implications for running costs.

CAPITAL MODERNISATION FUND

4.17 The Treasury oversees a small Capital Modernisation Fund designed to provide additional capital funding for innovative capital projects in support of the governments modernising and reforming agenda. Some £700 million is available for second round 2000-01 and 2001-02.

4.18 The Cabinet Office has two bids shortlisted for consideration for CMF provision.

Knowledge Directory

4.19 This CMF bid is to improve public infrastructure and manage existing physical and knowledge assets better. It will deliver early benefits in capturing and making accessible the intellectual capital to support policy making. The tools created can be replicated, and reused.

Summary of the Project

4.20 The purpose of project will be to design and implement a system which creates on the Government Secure Intranet a directory of people and their knowledge relating to particular policy domains. The deliverables from the project would include the hardware, software, control and management systems, and the processes for maintaining and fostering the active future development of the directory.

Links to Departmental Objectives

4.21 This bid links to the Departmental Investment Strategy (DIS) since it builds upon the potential of the existing platform of the Government Secure Intranet. This is one of the key roles for investment described within the Cabinet Office DIS.

Details of Bodies Involved

4.22 The bodies involved and roles are as follows:

- the Library / Information community to undertake the design and management of the classification system;
- CITU to ensure integration into the architecture of the government IT strategy;
- CCTA management of the pilot IT hardware/ software platforms and teasing out the related information systems best practice for knowledge management in government;
- Arthur Andersen for consultancy and project management; and
- CMPS to exploit the resource in support of policy making.

Initial Estimate of Funds Sought

4.23 A project that covered the entire policy landscape for government would cost £3m in 2000-2001 and £17m in year 2001-2002.

Corporate IT Strategy for Government

4.24 This bid seeks funding for a number of central projects in support of the corporate IT strategy for government. It will provide funding in 2000-2 for key enabling elements of the strategy where there is a common interest for all departments and the wider public sector.

Summary of the project

4.25 The corporate IT strategy for Government is the central element of section 5 of the Modernising Government White Paper. The overarching strategy is being taken forward by the Information Age Government Champions with CITU's support. The strategy document is to be published in March 2000, at the same time a number of framework policies for particular technologies are being drawn up. The general aim of the strategy is to align individual departmental information strategies and to develop intercept strategies. Most of the expenditure will be by departments. The Cabinet Office is discussing with them how the funding for their work might best be incorporated in the 2000 spending round.

Links to departmental objectives

4.25 The bid supports the implementation of commitments in the Modernising Government white paper.

Details of bodies involved

4.26 The programme would be managed by CITU working in partnership with departments and local government and reporting to the Information Age Government Champions, who represent all departments and the Local Government Authority.

Initial estimate of funds sought

4.27 The total bid is for £30 million.

INVEST TO SAVE

4.28 The Invest to Save Budget (ISB) supports projects which bring together public service bodies to deliver services more efficiently and effectively, identify innovative ways of delivering public services which serve the Modernising Government agenda. The aim is to reduce the cost of delivering public services and, at the same time, improving the quality and effectiveness of those services. Departments will be expected to find at least 25% of the cost for each project from within their own resources or from project participants. The Cabinet Office has two projects funded by ISB.

4.29 We have an ISB project to support the INFOSHOP pilot. The Regulatory Impact Unit has worked with 16 local authorities to pilot an electronic system to enable front line staff to answer complex queries and give comprehensive advice on regulations in a consistent manner. The system covers Food Safety, Health & Safety, Building Control and Planning regulatory areas. The Department of Health, Health & Safety Executive and DETR are also project partners and provide expertise in their respective regulatory areas.

4.30 The official end to the pilot will be 30th April 2000 and a full evaluation report will follow in May 2000. However, the initial feedback from technical officers, front line staff and from questionnaires sent out to customers receiving advice from local authority staff using the Infoshop system has been positive. The direct cost of the project by May 2000 will be £233K. This is in line with the available budget. If each of the 16 local authorities were to have built such a system on their own, then the estimated direct costs in these cases would have been £480K, a saving of £750K. The evaluation report will estimate the savings from actual use of the system.

4.31 The Buying Agency has a project “Database for water and effluent service”. The project outcomes will overcome the current problems faced within the public sector by introducing an electronic water and effluent monitoring system. If fully utilised, the proposed system will have immediate and significant cost saving benefits to all within the public sector. The project costs are £750K over two years. It is estimated that achievable savings across the public sector as a whole are £100m in year one and recurring per annum.

4.32 Partners for the project are Department of the Environment, Transport and the Regions and Department for Education and Employment. Potential partners include Environment Agency – National Water Demand Centre; HM Customs and Excise; Other departments; and Local Authorities sponsored by DfEE.

4.33 The TBA will form part of the OGC and the funds, should the bid be successful will be handled by OGC.

EURO PREPARATION AND CHANGEOVER PLANS

4.34 The Department’s Euro Changeover Plan was submitted to HM Treasury on time, in November 1999. The Plan outlines the timetable and resource requirements for implementation of the Euro across the core Department and its agencies. Department plans have now been consolidated into a “Public Sector Report” which was presented to Euro Ministers in December 1999. The meeting was attended by the Cabinet Office Parliamentary Secretary as the Department’s Euro Minister.

5 Providing Services to Central Government and the Wider Public Sector

The Buying Agency



5.1 The Buying Agency (TBA) aims to provide a centre of procurement excellence that delivers a responsive, flexible and value-for-money service to our public sector customers and their private sector contractors. TBA is a government trading fund and finances its expenditure from income received from customers.

5.2 The agency offers **four distinct services** that recognise the differing needs of particular customer groups.

- **TBA Purchasing** provides tailored procurement services, individual to each customer, which optimise the benefits available from aggregated buying power. This service makes extensive use of TBA's portfolio of framework agreements and call-off contracts that cover more than 500,000 products and services.
- **TBA Energy** is one of the largest public sector procurers of electricity, gas, liquid fuels and other related goods and services.
- **TBA Consultants** offer a pool of procurement expertise to help customers with a broad range of procurement assignments, complimenting their in-house resources.
- **SureStock Health Services**, TBA's partnership with the Unipart Group of Companies (UGC) provides NHS Trusts with a comprehensive procurement and supply management system.

5.3 TBA will move from the Cabinet Office to join the Office of Government Commerce (OGC) when it is launched on 1 April 2000. This new Treasury organisation aims to improve the efficiency of central government spending. TBA looks forward to playing its full part in OGC's work.

Table 5a: **Targets and expected outturn for 1999-2000***

Target Definition	Performance Target	Expected Outturn
Financial		
To generate a return on capital employed	8%	8%
Customer Satisfaction		
To raise customer satisfaction by 5% over the year	5%	5%
Productivity		
To reduce the cost per £ of total savings by 2.5% on prior year outturn	2.5%	2.5%

* TBA's operating year is from January - December. Figures above represent the period 1 January 1999 to 31 December 1999. Targets for 2000 have been set by Treasury Ministers.

5.4 The 1998 edition of The Buying Agency's Report and Accounts (published July 1999) is available from The Stationery Office ISBN 0-10-278999-1. Alternatively, email marketing@tba.gov.uk or telephone: 0151 224 2358.



Central Computer and Telecommunications Agency (CCTA)

5.5 CCTA's aim is to develop, maintain and make available expertise about Information Technology which public sector organisations will draw on in order to operate more effectively and efficiently. CCTA's progress in 1998-99 and a summary of its strategy for the future are set out in CCTA's Annual Report and Accounts for 1998-99, currently requiring final approval by NAO.

Table 5b: **Targets and expected outturn for 1999-2000**

Target Definition	Performance Target	Expected Outturn
Break even on accruals basis.	Break even	Break even
Manage cash expenditure within agreed allocation. (£m)	28.840	27.076
Operation within CCTA Customer Charter.	75%	75%
% Reduction in cost of supporting services per £1 of salary of project staff.	5% reduction in 2000-01 bid	5% reduction in 2000-01 bid
% of assignment/services delivered to customers' satisfaction.	93%	93%

5.6 At the time of writing, CCTA was expected to lay its accounts for 1998-99 in Parliament by the end of January 2000. The published accounts will be available from:

CCTA Library,
 Rosebery Court,
 St Andrew's Business Park,
 Norwich,
 NR7 OHS.

Property Advisers to the Civil Estate (PACE)

AIM

5.7 PACE's aim is to enable departments, agencies and NDPBs to obtain best value for money through co-operation and co-ordination of activities, adherence to best practice, provision of training and, through support for the "intelligent client" role within departments, by the supply of PACE expertise.



Table 5c: Targets and expected outturn for 1999-2000*

Target Definition	Target	Expected Outturn
* Ratio of co-ordination savings to associated running costs	12:1	12:1
* Percentage of the CAU workplan delivered on time	93%	93%
* Percentage of ICS costs recovered on an accruals basis	100%	50%+
Percentage of all the Agency's running costs recovered	12%	12%
* Disposal of vacant freeholds and leaseholds	68	68
Contain expenditure and receipts within the Voted provision	£62.6m + EYF	£62.6m + EYF
* Percentage Customer Satisfaction with PACE services overall #	76%+	76%+
Percentage of Whitehall Systems costs recovered on an accruals basis	100%	100%
* Denotes key target		
# Survey will not be undertaken until the end of 1999-2000 F/Y.		

5.8 PACE's 3rd Annual Report and Accounts 1998-99 (ISBN 0-10-287499-9) was published on 29 November 1999 and is available from The Stationery Office (telephone: 0845 7023474).

Civil Service College

Agency Aims and Objectives

5.9 The purpose of the Civil Service College is to help develop managerial and professional skills among civil servants and promote best practice throughout government in both management and key professional areas.

AGENCY STATUS

5.10 The College became an executive agency in 1989. A prior options review in 1993 and a Ministerial review in 1996 confirmed that the College should remain as an agency within the public sector. A strategic review of the College commenced in October 1997 which explored how the College should develop to reflect the changing needs and priorities of the Civil Service. It was presented to Sir Richard Wilson and published in July 1998. On 29 July 1998, the Prime Minister announced the new Centre for Management and Policy Studies (CMPS). From 1 April 2000 the College will become a Directorate of the CMPS and will no longer be an Executive Agency, although the College will continue to operate as a business.

Table 5d: Targets and expected outcome for 1999-2000

Target Definition	Performance Target	Expected Outcome
Break Even/Cost Recovery	100%	100%
Consultancy Income (£000)	1100	1100
Students In The Senior Civil Service	1900	1900
Private Sector Students	900	850
Percentage Of Course Evaluations Marked In The Top Two Categories (Of Six)	89%	89%

5.11 The Civil Service College's Annual Report and Accounts (1998-99) was published in July 1999 and is available from The Stationery Office (ISBN 0-10-277899-X).

Government Car and Despatch Agency (GCDA)



AIMS AND OBJECTIVES

5.12 The aim of the Agency is to be the first choice supplier of secure transport, distribution and mail related services to central government departments, the wider public sector and other approved customers. To support this aim the Agency has six key objectives. These are:

- to meet customers' needs for the secure provision of services;
- to meet financial targets, particularly to recover all costs through charges to customers;
- to operate efficiently and cost effectively;
- to promote best practice, and to foster good employee relations;
- to maintain commitment to quality and performance through ISO 9002 accreditation; and
- to promote environmentally friendly practices through ISO 14001 accreditation.

Target Definition	Target	Expected Outturn
EFFICIENCY		
	To maintain gross contribution as a percentage of sales revenue at 1998-99 outturn	On target
	To increase the income per pound of labour cost to £2.04	On target
FINANCIAL PERFORMANCE		
	Break-even on an accruals basis	On target
	To achieve a sales turnover of £11 million	On target to achieve £11 million sales turnover
Operation within PES and vote estimates	To maintain expenditure and receipts within Voted provision	On target
QUALITY		
Quality of service	To improve customer satisfaction by 2%	Current Customer Service Index = 84.5 Target CSI = 86.2 Customer surveys to be run in Feb 2000.
OTHER		
Environment	To convert to alternative environmentally friendly fuels 50% of the cars purchased and capable of such conversion.	Likely to exceed published target.

5.13 GCDA's Annual Report and Accounts (1998-99) is available from all Stationery Office Bookshops. It can also be obtained by writing to:

The Chief Executive,
Government Car and Despatch Agency,
46 Ponton Road,
London SW8 5AX.

NON-DEPARTMENTAL PUBLIC BODIES

5.14 There are nine non-departmental public bodies (NDPBs) within the Cabinet Office. They are listed below, along with the sponsoring group for each body. Further details about each NDPB can be found within the section on each sponsoring group.

Advisory Committee on Business Appointments
(Civil Service Corporate Management Command)

Better Regulation Task Force
(Regulatory Impact Unit)

British Government Advisory Committee on Sustainable Development
(Economic and Domestic Secretariat)

Civil Service Appeal Board
(Civil Service Corporate Management Command)

Committee on Standards in Public Life
(Central Secretariat)

Senior Salaries Review Board
(Civil Service Corporate Management Command)

Security Commission
(Joint Intelligence Organisation)

Security Vetting Appeals Panel
(Joint Intelligence Organisation)

Women's National Commission
(Women's Unit)

6 Resources, Expenditure and Manpower

EXPENDITURE AND CASH PLANS

6.1 The expenditure outturn and cash plans for each of the Department's five votes are set out in the tables below.

Table 6a: Expenditure and Cash plans – Cabinet Office

£ millions	1994-95	1995-96	1996-97	1997-98	1998-99	1999-00	2000-01	2001-02
	← outturn →					← plans →		
class xvii vote 01	73	84	82	80	115	160	127	102

(1) The increase from 1994-95 follows the transfer of functions from DOE and the establishment of Property Advisers on the Civil Estate as a Cabinet Office Executive Agency

Table 6b: Expenditure and Cash plans – Security and Intelligence Services

£ millions	1994-95	1995-96	1996-97	1997-98	1998-99	1999-00	2000-01	2001-02
	← outturn →					← plans →		
class xvii vote 02	856	782	742	704	686	769	771	774

Table 6c: Expenditure and Cash plans – Cabinet Office Civil Superannuation

£ millions	1994-95	1995-96	1996-97	1997-98	1998-99	1999-00	2000-01	2001-02
	← outturn →					← plans →		
class xvii vote 03	40	328	301	91	87	78	68	60

Table 6d: Expenditure and Cash plans – Central of of Information

£ millions	1994-95	1995-96	1996-97	1997-98	1998-99	1999-00	2000-01	2001-02
	← outturn →					← plans →		
class xvii vote 04	1	1	6	1	1	1	1	1

Table 6e: Expenditure and Cash plans – Privy Council Office

£ millions	1994-95	1995-96	1996-97	1997-98	1998-99	1999-00	2000-01	2001-02
	← outturn →					← plans →		
class xvii vote 05	2	2	2	2	2	2	3	3

RUNNING COSTS

6.2 The Civil Service College, the Government Car and Despatch Agency, and Security Facilities Division currently work under net running cost regimes. The remainder of the Department operates under gross running cost control. Actual and planned running costs (excluding the Security and Intelligence Services) are shown in the tables below.

Table 6f: **Running costs** – Cabinet Office

£ millions	1994-95	1995-96	1996-97	1997-98	1998-99	1999-00	2000-01	2001-02
	←————— outturn —————→					←————— plans —————→		
GROSS RUNNING COSTS:								
Paybill	69	70	77	64	64	74		
Other	95	96	86	87	109	107		
total running costs	163	166	163	151	173	177	156	147
Related Receipts (1)	-105	-102	-91	-81	-84	-80	-66	-59
NET EXPENDITURE	58	64	72	70	89	97	90	88
Gross Running Costs Limits (2)							96	
RUNNING COSTS BY NET CONTROL AREAS:								
Security and Facilities Division (4)								
Gross Expenditure	46	44	42	25	25	17	8	
Net Expenditure	-2	1	1	2	#			
Centre for Management and Policy Studies (previously Civil Service College (3 & 6))								
Gross Expenditure	18	19	18	18	17	20	22	20
Net Expenditure	#	#	#	-2	-2	#	3	2
Government Car and Despatch Agency (3)								
Gross Expenditure				11	11	12	12	13
Net Expenditure				#	#			
Occupational Health and Safety Agency (7)								
Gross Expenditure								
Net Expenditure	#	1	-1					
Recruitment and Assessment Services (7)								
Gross Expenditure	9	9	5					
Net Expenditure								
<p>(1) Running costs related receipts from within the running cost provision of other government departments are now offset against gross running costs limit.</p> <p>(2) Only the gross running costs limit for 1999-00 is shown. See Chapter 2 of 2000-2001 PESA for more information.</p> <p>(3) A Next Steps Agency.</p> <p>(4) Represents residual services provided previously by Security Facilities Executive. Its functions will have transferred to other government departments or the wider public/private sector by March 2001.</p> <p>(5) Will form part of Office of Government Commerce from 1 April 2000 and no longer part of Cabinet Office.</p> <p>(6) The Civil Service College rescinded agency status from 1 April 2000 but still operates on a net running cost regime.</p> <p>(7) OHSA and RAS were privatised in 1996.</p> <p># Cash amounts below £0.5 million are not shown.</p>								

Table 6g: **Running costs – Security and Intelligence Services**

£ millions	1994-95	1995-96	1996-97	1997-98	1998-99	1999-00	2000-01	2001-02
	← outturn →					← plans →		
GROSS RUNNING COSTS:								
Paybill	297	292	294	256	284	288		
Other	144	114	113	112	124	155		
Total running costs	441	406	407	368	408	443	447	457
Related Receipts ⁽¹⁾		-2	-3	-3	-34	-32	-34	-35
NET EXPENDITURE	441	404	404	365	374	411	413	422
Gross Running Costs Limits⁽²⁾							413	

(1) Running costs related receipts from within the running cost provision of other government departments are no offset against gross running costs limit.

(2) Only the gross running costs limit for 1999-00 is shown. See Chapter 2 of 2000-2001 PESA for more information.

SINGLE INTELLIGENCE VOTE – SENIOR STAFF SALARIES

6.3 Provision in respect of the Security and Intelligence Agencies was brought together in 1994-95 into a single vote – Cabinet Office: Security and Intelligence Services (Class XVII, Vote 2). It covers expenditure by GCHQ, the Secret Intelligence Service (SIS), and the Security Service, together with related expenditure, mainly on research and development work, on behalf of the SIS and Security Service.

Table 6h: **Senior Staff Salaries**

Salary	Total
below £40,000	0
£40,000 – £44,999	0
£45,000 – £49,999	11
£50,000 – £54,999	27
£55,000 – £59,999	27
£60,000 – £64,999	73
£65,000 – £69,999	34
£70,000 – £74,999	15
£75,000 – £79,999	5
£80,000 – £84,999	4
£85,000 – £89,999	5
£90,000 – £94,999	0
£95,000 – £99,999	1
£100,000 – £104,999	1
£105,000 – £109,999	0
£100,000 +	1
TOTAL	204

Table 6i: **Running costs** – Privy Council Office

£ thousands	1994-95	1995-96	1996-97	1997-98	1998-99	1999-00	2000-01	2001-02
	← outturn →					← plans →		
GROSS RUNNING COSTS:								
Paybill	1	1	1	1	1	1		
Other	1	1	1	1	1	1		
Total running costs	2	2	2	2	2	2	3	3
Related Receipts ⁽¹⁾	#	#	#	#	#	#	#	#
NET EXPENDITURE	2	2	2	2	2	2	3	3
Gross Running Costs Limits⁽²⁾							3	
<p>(1) Running costs related receipts from within the running cost provision of other government departments are no offset against gross running costs limit.</p> <p>(2) Only the gross running costs limit for 1989-99 is shown. See Chapter 2 of 1999-2000 PESA for more information.</p> <p># Cash amounts below £0.5 million are not shown.</p>								

MANPOWER

6.4 The Department's manpower plans are shown in table 6j below.

Table 6j: **Manpower** – Cabinet Office, Security and Intelligence Services, Civil Superannuation(1), Central Office of Information, and Privy Council

	1994-95 actual	1995-96 actual	1996-97 actual	1997-98 actual	1998-99 outturn	1999-00 estimated outturn	2000-01 plans	2001-02 plans
CABINET OFFICE⁽²⁾								
Gross Control Areas								
CS Full time equivalents	1,580	1,508	1,183	1,114	1,322	1,283	1,351	1,352
Overtime	15	59	49	45	54	70	70	70
Casuals	70	76	26	15	27	48	36	36
TOTAL	1,665	1,643	1,258	1,174	1,403	1,401	1,457	1,458
Net control areas								
SECURITY AND FACILITIES DIVISION								
CS Full time equivalents	1,036	355	983	525	211	313	126	-
Overtime	0	50	344	214	161	97	6	-
Casuals	103	102	81	31	12	16	4	-
TOTAL	1,139	507	1,408	770	384	426	136	-
CENTRE FOR MANAGEMENT AND POLICY STUDIES (PREVIOUSLY CIVIL SERVICE COLLEGE)								
CS Full time equivalents	255	258	241	216	218	229	275	275
Overtime	2	2	2	2	2	2	2	2
Casuals	14	13	11	11	11	9	7	7
TOTAL	271	273	254	229	231	240	284	284
GOVERNMENT CAR AND DESPATCH AGENCY								
CS Full time equivalents	0	0	0	226	233	226	230	230
Overtime	0	0	0	65	84	77	75	75
Casuals	0	0	0	18	4	2	2	2
TOTAL	0	0	0	309	321	305	307	307

	1994-95 actual	1995-96 actual	1996-97 actual	1997-98 actual	1998-99 outturn	1999-00 estimated outturn	2000-01 plans	2001-02 plans
OCCUPATIONAL HEALTH AND SAFETY AGENCY⁽³⁾								
CS Full time equivalents	0	0	39	-	-	-	-	-
Overtime	0	0	0	-	-	-	-	-
Casuals	0	0	4	-	-	-	-	-
TOTAL	0	0	43	0	0	0	0	0
RECRUITMENT AND ASSESSMENT SERVICES⁽³⁾								
CS Full time equivalents	0	0	52	-	-	-	-	-
Overtime	0	0	0	-	-	-	-	-
Casuals	0	0	3	-	-	-	-	-
TOTAL	0	0	55	0	0	0	0	0
CHESSINGTON COMPUTER CENTRE								
CS Full time equivalents	406	395	141	-	-	-	-	-
HM STATIONERY OFFICE								
CS Full time equivalents	2,918	2,815	984	-	-	-	-	-
TOTAL CABINET OFFICE	6,399	5,633	4,143	2,482	2,339	2,372	2,184	2,049
SECURITY AND INTELLIGENCE SERVICES (gross control)								
CS Full time equivalents	10,370	9,420	8,582	8,282	8,077	7,967	8,035	7,963
Overtime	238	189	215	232	273	267	211	203
Casuals	16	33	36	38	29	39	51	51
TOTAL	10,624	9,642	8,833	8,552	8,379	8,273	8,297	8,217
PRIVY COUNCIL OFFICE (gross control)								
CS Full time equivalents	38	37	35	33	30	30	31	31
Overtime	2	2	2	0	1	2	1	1
Casuals	0	1	1	0	1	0	0	0
TOTAL	40	40	38	33	32	32	32	32
CENTRAL OFFICE OF INFORMATION⁽³⁾								
CS Full time equivalents	566	555	497	312	329	361	400	400
TOTAL MANPOWER	17,629	15,870	13,511	11,379	11,079	11,038	10,913	10,698
TBA	109	117	129	141	132	124	126	130
PACE	229	219	209	199	189	178	180	180
Overtime	1	1	1	1	1	1	1	1
Casuals	3	3	3	3	2	4	4	4
CCTA	146	155	164	173	182	206	232	232
Overtime	7	7	7	7	6	8	8	8
Casuals	3	3	3	3	7	9	0	0
OGC Admin (HMT)	31.5	28.2	26	26	27	24	28	28
TOTAL								
CS Full time equivalents	515.5	519.2	528	539	530	532	566	570
Overtime	8	8	8	8	7	9	9	9
Casuals	6	6	6	6	9	13	4	4

(1) Civil Superannuation covers programme expenditure only. Manpower provision is included in Cabinet Office figures

(2) For 1994/95 to 1995/96 RAS and OHSAs manpower figures are included in the Cabinet Office gross control area total.

(3) The Buying Agency and Central Office of Information are Trading Funds.

(4) PACE and CCTA will be transferred to the Office of Government Commerce from 1 April 2000. For purposes of this table they are included for the years 1994 through to 1996-97.

(5) SFD staff will not be part of the Cabinet Office from 31 March 2001.

7 Civil Superannuation

2000-2001 Cabinet Office: Class XVII, Vote 3

INTRODUCTION

7.1 The Civil Superannuation Vote is managed by Civil Service Pensions Division, who provide central direction and leadership of Civil Service pension arrangements. An account of the Division's work is given in Chapter 2.

7.2 Expenditure on the Vote – see Table 7a – covers the payment of pensions and other superannuation benefits and injury compensation to former civil servants and certain other public servants, or to their dependants.

7.3 The Vote also provides for the payment of annual compensation arising from early retirements that are pre-funded by employers in previous financial years; and for the residual costs of the central funding scheme for early departures. Compensation arrangements are covered in paragraphs 7.10.

CHARGING FOR CIVIL SERVICE PENSION COSTS

7.4 Employers meet the cost of the pension cover provided through the PCSPS for their staff by payment of charges calculated on an accruals basis. Expenditure on the Civil Superannuation Vote for the payment of pensions and other benefits to or in respect of former staff is not, therefore, directly related to the current staff costs of each employer.

7.5 The rates of accruing superannuation liability charge are reviewed every three years following a valuation of the PCSPS by the Government Actuary. These rates of charge are assessed on essentially the same basis as the employer contributions paid by employers in the private sector who operate funded pension schemes offering benefits based on the member's final salary and length of service. The contribution rates reflect benefits as they are accrued, not when the costs are actually incurred, and reflect the past experience of the scheme. In determining the contribution rates, the Government Actuary considers the accrued and prospective benefit entitlement of current and former civil servants. These benefits are then valued using a variety of actuarial assumptions relating to economic and demographic factors. The payments made by employers covered by the PCSPS are appropriated in aid of the Civil Superannuation Vote. Table 7b details these (and other) receipts.

7.6 The cost of providing pension cover to different employers can vary considerably according to the profile of the staff in post, their pay and career prospects. A banded basis of charging is therefore used. This better reflects differences in the cost of providing retirement benefits for different groups of staff than would using a single charge applied across the scheme membership as a whole.

7.7 The following rates of charge, expressed as a percentage of pensionable pay, will apply from 1 April 2000:

Band 1 £15,000 and under	12.0%
Band 2 £15,001 to £31,500	13.5%
Band 3 £31,501 to £54,000	16.5%
Band 4 £54,001 and over	18.5%
Prison Officers with reserved rights to pre-1987 pension terms	20.5%

SCHEME MEMBERSHIP

7.8 The PCSPS is a large scheme with some 494,000 active members; 529,000 pensioners and dependants in receipt of pensions; 247,000 members with benefits preserved for payment at pension age; and 24,000 members in receipt of on-going benefits following early departure.

CENTRAL MANAGEMENT COSTS

7.9 An element of the accruing superannuation liability charge, paid by employers, is appropriated in aid of the Cabinet Office Vote (Class XVII, Vote 1, 2000-01) to offset the central management costs of the pension scheme. These include the costs associated with the management and development of Civil Service pension arrangements; the procurement of pension payroll and other services; maintenance and development of pensions software used by scheme administrators; and the publication of explanatory scheme material. Employers are responsible for the day to day administration of the scheme and meet the associated costs from their running cost provision.

ANNUAL COMPENSATION

7.10 Early retirement, redundancy and severance costs paid under the Civil Service Compensation Scheme (and before 1995 under the PCSPS) are generally met in full by employers. The exception is for departures between 1 October 1994 and 30 March 1997, where the Civil Superannuation Vote meets up to 80% of early departure costs, with employers funding the remainder from running cost provision. Central funding is not available for new departures from 31 March 1997, employers having resumed full financial responsibility for early departure costs. Central funding support in 1999-00 is therefore limited to the on-going costs of prior year departures. Forecast outturn is £78 million. It is expected that provision of £68 million will be required for on-going costs in 2000-01.

ADVANCE FUNDING OF EARLY RETIREMENT COSTS

7.11 Employers are able to use emerging underspends on running costs in the current year to reduce or extinguish existing liabilities in respect of a future stream of annual compensation payments arising from the early retirement or redundancy of their employees.

7.12 Employers who take up this facility make a payment to the Civil Superannuation Vote which in turn is surrendered as CFERs. For 1999-00, provision of £68.5 million was made to cover liabilities for that year assumed by the Civil Superannuation Vote and £68 million for 2000-01.

1998-99 OUTTURN AND 1999-2000 ESTIMATED OUTTURN

7.13 The net total of expenditure for 1998-99 was £23.5 million (1.7%) below provision. The underspend was mainly the result of lower than expected expenditure on pensions and lump sums. Outturn for 1999-00 is expected to be close to net provision.

2000-01 PROVISION

7.14 The net provision for 2000-01 shows a decrease of 3.4% on the forecast outturn for 1999-00. This change mainly reflects an expected reduction in the transfer payments in respect of the accrued pension benefits of staff who transfer with their work to other employers. It also takes into account an increase of 1.1% payable from 1 April 2000 under the pensions increase arrangements. It is estimated that at 30 September 2000 pensions averaging about £5,191 a year (£99 a week) will be in payment to some 402,000 retired officers and that some 127,000 dependants will be receiving pensions averaging about £2,257 a year (£43 a week). At 30 September 1999 some 401,500 retired officers received pensions averaging £5,126 a year (£98 a week) and some 127,000 dependants received pensions averaging £2,242 a year (£43 a week).

Table 7a: Breakdown of expenditure on the Civil Superannuation Vote

Details of expenditure from the Civil Superannuation Vote	1999-00 Total provision (£000s)	1999-00 Estimated outturn (£000s)	2000-01 Provision (£000s)
Residual costs of central funding scheme	81,000	78,100	68,000
Pension payments	2,380,500	2,379,101	2,431,000
Lump sums to pensioners	239,000	239,000	249,000
Death benefits	25,000	26,800	27,000
Injury benefits	5,000	5,000	5,000
Individual transfer values	24,000	30,100	30,500
Bulk transfer value payments	150,000	215,000	120,000
Miscellaneous	6,500	6,100	5,500
GROSS TOTAL	2,911,000	2,979,201	2,936,000

Table 7b: Breakdown of Appropriation in Aid

Details of receipts to the Civil Superannuation Vote	1999-00 Total provision (£000s)	1999-00 Estimated outturn (£000s)	2000-01 Provision (£000s)
Charges received from departments and others on account of the cost of the pension cover provided for their staffs	1,168,000	1,211,700	1,245,000
Periodical contributions for widows', widowers' and dependants' benefits. Contributions, currently 1.5% of salary or wages, made by officers towards the cost of family and other benefits	133,000	133,000	143,000
Contributions made by officers for the purchase of added years of reckonable service	14,000	16,316	16,500
Individual transfer receipts	30,000	43,900	31,000
Bulk transfer value receipts	18,000	26,000	8,000
Other superannuation contributions and superannuation benefits repaid: and amounts received from departments for the additional costs of early retirements. Includes receipts from departments for the costs of bringing forward lump sum payments and the enhancement of pension from age 60 for early retirements.	18,000	18,284	14,805

8 Central Office of Information



INTRODUCTION

8.1 The Central Office of Information (COI) provides a comprehensive publicity procurement service to government departments and agencies and offers a direct representational service to the media in the regions. It also provides departments and agencies with expertise and advice on the most cost-effective achievement of their publicity and information objectives.

8.2 Since 1984 the cost of COI services has been recovered from client departments who are under no obligation to route their publicity business through COI. The exceptions are services, mainly advisory, for the Government centrally, which are provided without charge. In 2000-01 the cost of these is expected to be some £0.7 million and this expenditure will fall on Class XVII, Vote 4. The information about COI's activities and performance is available in the Annual Report and Accounts 1998-99 (see Bibliography).

8.3 Following a fundamental review of its role and functions, COI undertook a substantial programme of efficiency improvements and restructuring and, with the exception of the Regional Network which provides a comprehensive press service to departments in the regions, now concentrates on procurement rather than direct provision of services. A new Framework document reflecting these changes was approved by the Chancellor of the Duchy of Lancaster in March 1998.

DEPARTMENTAL RUNNING COSTS AND MANPOWER

8.4 The COI running costs and manpower plans are set out in Tables 8a and 8b. The bulk of the Department's activities are within the COI Trading Fund. However, the services provided without charge to government centrally remain subject to cash limits.

8.5 Of COI's Full Time Equivalent staff, the majority are in London and, together with net expenditure, are allocated to the South East planning region. A network of local offices exists to support departmental requirements nationally. Centres operate in Birmingham, Bristol (with a sub-office in Plymouth), Cambridge, Cardiff, Edinburgh, Leeds, Manchester, Newcastle and Nottingham, each employing about 10 staff on average.

Table 8a: Running costs¹ – COI

£ millions	1994-95 outturn	1995-96 outturn	1996-97 outturn	1997-98 outturn	1998-99 outturn	1999-00 estimated outturn	2000-01 plans	2001-02 plans
GROSS RUNNING COSTS ² :								
Other	1	1	6	1	1	1	1	1
Total³	1	1	6	1	1	1	1	1
Related receipts	-	-	-	-	-	-	-	-
NET EXPENDITURE	1	1	6	1	1	1	1	1
<p>1. The major part of the COI became a trading fund with effect from 1 April 1991.</p> <p>2. The gross figures are net of any VAT refunds on contracted out services.</p> <p>3. Expenditure for 1996-97 includes £5.2 million to provide a subsidy to the Central Office of Information trading fund to cover losses due to redundancy and other costs arising from COI trading fund's exit from the provision of certain services following the prior options review.</p>								

Table 8b: Manpower – COI

	1994-95 outturn	1995-96 outturn	1996-97 outturn	1997-98 outturn	1998-99 outturn	1999-00 estimated outturn	2000-01 plans	2001-02 plans
TRADING FUND:								
Civil Service Full Time	566	555	497	328	328	366	400	400

DELIVERING BETTER PUBLIC SERVICES: PROGRESS

8.6 In setting out its spending plans for 1999-2002, the Government set new priorities for public spending with significant extra resources in key services such as education and health. The Government also committed to linking this extra investment to modernisation and reform to raise standards and improve the quality of public services. The White Paper, *Public Services for the Future: Modernisation, Reform, Accountability* (Cm 4181), December 1998 and its supplement published in March 1999 (Cm 4315) delivered this commitment by publishing for the first time measurable targets (PSAs) for the full range of the Government's objectives.

8.7 The White Paper, *Modernising Government*, published in March 1999 is a statement of the Government's vision for reform and modernisation of the delivery of public services. These principles provide a means of achieving the results of the PSA targets.

DEPARTMENTAL OBJECTIVES AND PSA TARGETS

Aim

8.8 To enable central government to secure its policy objectives through achieving maximum communication effectiveness and best value for money.

Objectives

1. To meet the information and communications requirements of the Royal Household.
2. To meet the needs of government centrally for advice on publicity matters.

Performance targets

- (i) Achieve full cost recovery;
- (ii) reduce unit cost of all output by 2% in real terms; and
- (iii) achieve a customer satisfaction index score of 8.25 or better.

8.9 The bulk of COI activity is carried out through the COI Trading Fund which produces and publishes an annual report and accounts. Services provided on a vote funded basis are carried out on behalf of the department by the Trading Fund and are subsequently charged to the department by the Fund on a repayment basis. The performance measures set out above are those which are applied to the Trading Fund and which, by virtue of the above arrangements, also apply to the department's activities. More detail about the performance of the COI Trading Fund can be found in its Annual Report and Accounts 1998-99. (see Bibliography).

8.10 During 1998-99 the COI exceeded performance targets (i) and (ii) but fell marginally short of target (iii). In 1999-00 COI is on course to exceed target (ii) and meet targets (i) and (iii). An analysis of COI's performance history against each target is set out below.

(i) Achieve full cost recovery.

This target is usually expressed as being to break even in current cost terms after recovering all costs, including interest on borrowings. Exceptionally, for the financial year 1996-97, the target was set at break-even before taking into account the costs of implementing the COI review. In 1997-98 the target was amended in order to recover the costs of implementing the efficiency improvements arising from the COI review. The target for each of the three years 1997-98 to 1999-00 was to achieve a surplus of £1 million in modified historical cost terms after recovering all costs, including interest on borrowings. In view of the actual performance during the first two years, the target in 1999-00 was reduced to a surplus of £0.1m.

(ii) Reduce unit cost of all output by 2% in real terms.

This target was increased to 3 per cent for 1995-96 and 1996-97. In recognition of the increasing difficulty of achieving savings on top of the cumulative gains already made the target was set at 2 per cent from 1997-98. This target, on top of savings already achieved to date, is significantly more challenging than the 3 per cent set for 1996-97.

Exceptionally, for the financial year 1996-97, the target was amended to exclude the costs of implementing the COI review.

(iii) Achieve a customer satisfaction index score of 8.25 or better.

A target to improve levels of customer satisfaction year on year was first set in 1994-95 at 7.70 out of 10, then at 7.90 in 1995-96, 8.20 in 1996-97 and 8.25 in 1997-98. COI's success in achieving such high levels of customer satisfaction was recognised by retaining the target for 1998-99 and 1999-00 at 8.25.

Prior to 1997-98 COI was required to measure its ability to deliver work in accordance with client specification and to deliver all work on time. As scores are currently close to perfection and further significant improvement is unlikely to be achieved they are no longer set as agency targets, though they have been retained as internal measures. Since the customer satisfaction index has now reached a sufficient level of maturity and reliability it is more appropriate to concentrate on a single, more relevant and direct measure.

Actual performance against these targets, with comparative figures for previous years, is set out in Table 8c. This shows that COI has consistently met its financial target within a surplus of 1 per cent or less of sales and has exceeded its unit cost reduction and client satisfaction index targets for every year since they were introduced. In 1998-99 COI had a surplus of £2,363,000 (target £1 million) on income of £173 million and reduced its unit cost of output by 5.6% in real terms. Progress towards achieving the financial target during the first half of 1999-00 has been good and it is expected that the target will be met at the end of the year. Efficiency gains made to date during 1999-00 point to a unit cost reduction of around 5% being achieved by the end of the year. During 1998-99 the customer satisfaction index fell to 8.21 compared with the target of 8.25, a shortfall of less than 1/2%, due to a reduction in the proportion of clients who expressed themselves either extremely or very satisfied. The small proportion of clients who found the service less than satisfactory was reduced. Progress during the first half of 1999-00 suggests that the lost ground is being made up and that the target will be met at the end of the year.

Table 8c: COI achievement of Performance Targets

Target	1994-95	1995-96	1996-97	1997-98	1998-99	1999-00
	←————— Results —————→					Forecast
(i) Full cost recovery ¹						
Surplus of £0.1 million (000s)						100
Surplus of £1 million (000s)				1,151	2,363	n/a
Breakeven surplus (£000s)	85	0	657	n/a	n/a	n/a
Variance against target (% of turnover)	0.08	0.00	0.52	0.10	0.79	0.00
(ii) Unit Cost reduction ²	6.1%	3.4%	5.3%	5.6%	5.6%	5.0%
(iii) Customer Satisfaction Index ³	7.90	7.96	8.21	8.29	8.21	8.25

1. The break-even performance target was amended to reflect the need to recover some of the cost of implementing changes, resulting from the review of COI from trading surpluses over three years. In view of the surpluses achieved in the first two years, the final year's target was reduced to £0.1 million.
2. This target was first set formally when COI became an agency in April 1990, although it had been used as an internal measure for some time before then. It is essentially an efficiency measure and is also used to determine whether or not a bonus is payable under COI's group bonus scheme.
3. This target was first set formally in 1994-95 although the system was first introduced in 1993-94.

DEPARTMENTAL OPERATIONS AND PSA PRODUCTIVITY TARGETS

Better Quality Services

8.11 COI regularly and systematically reviews its services and activities. During 1998-99 the Regional Network service was reviewed in partnership with the Head of the Government Information and Communications Service (GICS) and proposals were made to improve the quality of service provided to client departments and the news media. Implementation details are currently being discussed with interested parties.

Electronic Government

8.12 COI's direct contact with the public is mainly through the issue of press releases, all of which are capable of being delivered by electronic means. At present 90% of press releases are delivered electronically.

8.13 COI is connected to the Government Secure Intranet.

Sickness Absences

8.14 COI exerts downward pressure on levels of sickness absence by means of "return to work" interviews and earlier trigger points. Proposals to meet the government's target of reducing public sector sickness absentee rates by 20% by 2000 and 30% by 2003 have been submitted to Cabinet Office but have not yet been agreed. COI staff sickness absence averaged 7.3 days each in 1996 and the audited average for 1998 is expected to be less than 5.7 days.

Fraud

8.15 The rolling review of COI systems continued with no serious systems weaknesses being discovered. One fraud was discovered during 1998-99

involving falsification of overtime and travel claims amounting to some £15,000. The sum has since been recovered and the employee dismissed.

Procurement

8.16 As a central procurement agency COI has an obvious role in improving efficiency in the procurement of publicity by government. Its existing systems meet most of the requirements of the report on *Efficiency in Civil Government Procurement*. COI seeks to improve awareness amongst departments of the benefits of COI's services through its presence on the Procurement website and its membership of the Office of Government Commerce advisory committee as well as through the seminars and publications it produces for members of the GICS.

8.17 COI aims to comply with the Better Payment Practice Code. The Department's policy is to pay bills in accordance with contractual conditions or within 30 days of receipt of goods and services or the presentation of a valid invoice, whichever is the later, where no such conditions exist. During 1998-99 97.0 per cent of supplier bills were paid within 30 days and the average time taken to pay a bill was 15.7 days.

Modernising Government

8.18 **(i) Policy making:**

COI has no policy formulation or regulatory functions.

8.19 **(ii) Responsive Public Services:**

COI provides services principally to other government Departments and has little contact with members of the public in its own right. However, COI contributes to the aim of more responsive public services by seeking to identify innovative means of communicating government messages to citizens of all kinds. For example, communicating with ethnic groups in Britain is problematic because of the diverse nature of the communities and the lack of any comprehensive research programme aimed at identifying their composition and their public information needs. To help address this problem COI has set up an Ethnic Communities Information Forum, which aims to bring together all those in the public sector involved in communicating with ethnic groups, and has appointed a full-time advisor on ethnic minority communications issues.

COI continues to help departments improve their delivery of public services and information. It does this by seeking to facilitate and present at seminars for government information staff aimed at improving effectiveness in communicating with the public. Topics have included evaluation of the effectiveness of public relations and guidance on making information more accessible to the large minority of the population who have sight and hearing impairment or literacy

problems. COI has also set up the GICS forum which encourages government departments to exchange information and best practice on the effective use of the Internet for government communications.

COI takes account of its customers' views by means of customer feedback forms, in respect of which annual targets are set both internally and for the department as a whole (see PSA targets), and through regular meetings with individual customer departments.

8.20 (iii) Quality Public Services:

COI has an efficiency improvement target which it has exceeded every year since its inception. The effectiveness of COI's output is measured by means of research, in the case of high value advertising campaigns, and work is in train to develop means of judging the effectiveness of lower value media. COI has already developed and brought into use a means of measuring the effectiveness of press releases.

It has been central to COI's strategy that in order to maintain maximum flexibility, its fixed assets should be kept to a minimum. There is therefore little scope for exploiting spare capacity in the fixed asset holding. However, it has been able to generate additional revenue for the benefit of clients by co-operation with the private sector in exploiting intellectual property and other know-how.

A significant area of involvement is Sponsorship, where COI has built a database of private sector companies who see benefit in being associated with government information campaigns. Since commercial companies do not automatically know how to engage government in this area, and are unaware of propriety issues, COI has been able to help in developing mutually rewarding partnerships with other government departments. Over the last six years COI has generated £8.5 million worth of sponsorship for its clients, working on over 250 projects with more than 300 sponsors (utilities, major retailers, clothing manufacturers, banks, insurance companies, consumer durable manufacturers and fast moving consumer goods manufacturers).

The management of COI's extensive picture library of over 100,000 photographic images has been successfully transferred to a commercial company, with the resulting saving of the annual maintenance expense of £12,000 of in-house resource. This transfer allows opportunities for the generation of income in the future to be optimised. An Internet site to improve client selection and ordering is being produced and images on CD-ROM are now available to clients.

8.21 (iv) Information Age Government: (See PSA Productivity Targets above)

8.22 (v) Public Service:

(See Human Resources, below, for references to Investors in People and diversity). Following the Sunningdale conference of Permanent Secretaries and the subsequent report on modernising the Civil Service, the Chief Executive held a meeting of all staff in the headquarters building, with electronic video and audio links to the regional offices, to explain the manner in which COI would carry forward the consultation process.

NON-DEPARTMENTAL PUBLIC BODIES/ APPOINTMENTS

8.23 COI sponsors the Advisory Committee on Advertising (ACA) which advises ministers on the nomination of suitable advertising agencies for publicity work, on cost-effective working methods and on media buying arrangements. The committee is an advisory body and has no executive role. Derek Dear, General Manager Marketing Services, British Airways, was appointed as chairman in March 1998. Appointments to the Committee due this financial year will be made in compliance with The Commissioners for Public Appointments' Guidance on Appointments to Public Bodies.

HUMAN RESOURCES

Training and Development

8.24 COI's training and development for infrastructure projects and areas of Departmental concern is provided for centrally, whilst Group Directors are responsible for media related development. COI obtained Investors in People recognition in May 1998.

Equal Opportunities

8.25 COI's Chief Executive, appointed in January 1999, is a woman. The three other staff at Senior Civil Service level are men. Of the six Grade 6 staff, three are women, all of whom are Directors and one of whom is a member of the Management Board. In 1998-99 34% of Grade 7 level staff were women. In 1997-98 28% of Grade 7s were women compared to a Civil Service average of 24%.

Table 8d: Women as percentage of senior posts

	Grade 6	Grade 7	Grade 7 and above
COI 1999	50.0	34.4	35.7
COI 1998	50.0	28.5	28.9
Civil Service 1998	16.8	23.8	21.3

8.26 No ethnic minority staff are in the 38 posts at Grade 7 and above (Civil Service average 2.4%) nor disabled staff (Civil Service average 1.7). At SEO level 3.8% are from ethnic minorities, compared with 2.8% last year in COI and 2.4% for the Civil Service as a whole.

Recruitment practice

8.26 COI recruits staff on the basis of fair and open competition and selection on merit, in accordance with the recruitment code laid down by the Civil Service Commissioners.

Senior Civil Service salaries

8.27 Members of the Senior Civil Service were paid in the following bands as at 1 April 1999:

Table 8e: Senior Civil Service Salaries

Pay Range	Number in Range
£55,000-£59,999	1
£65,000-£69,999	2
£95,000-£99,999	1

THE ENVIRONMENT

8.28 COI is fully committed to playing its part both in the preservation of natural resources and the prevention of environmental pollution. The principal elements of this policy are:

- improving the efficiency of energy usage;
- reducing wastage in the use of goods and products;
- increasing the recycling of waste materials;
- reducing the use and release of polluting substances.

8.29 COI is participating in a programme of work aimed at meeting the *DETR Model Policy Document* and *Model Improvement Plan for Departments* embarked upon by the Cabinet Office, with the assistance of external consultants, to develop the necessary policies and initiatives to achieve the Government's energy and environmental policies.

8.30 COI's "Green Minister" is Graham Stringer, Parliamentary Secretary, who is responsible for seeing that environmental concerns are taken into account where applicable in the policies and work of the Department. COI's official "green contact" is Keith Williamson, PEFO, telephone 0207 261 8217.

PUBLICITY AND ADVERTISING

8.31 COI undertakes little publicity on its own behalf. Demand for the services provided by COI to its clients in 1998-99 was higher in relation to the previous year with increases in nearly all media and clients. Business levels in 1999-00 are expected to be at the same or a higher level than in 1998-99. COI is expected to continue to improve the value for money obtained for its clients whatever the level of demand.

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Published April 1999.

Anti Discrimination

Published May 1999.

Fit Person Criteria

Published May 1999.

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Published July 1999.

Annual Report 1998-1999

Published September 1999.

Self Regulation Interim Report

Published October 1999.

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Published March 2000.

All the above publications are available on the Internet at www.cabinet-office.gov.uk/regulation/index/task.htm and can be obtained free of charge from:

*The Better Regulation Task Force, Room 65/3, Horse Guards Road,
London SW1P 3AL
Telephone: 020 7270 6275*

CENTRAL IT UNIT

government.direct

Published November 1996.

1st Interim Market Research Report

Published June 1998

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Published June 1998

Electronic Government: the view from the queue

October 1998

Consultation Papers on Information Age Government

1 February 1999

Electronic Communications at Work – What you need to know

3 February 1999

All of the above publications are available on the Central IT Unit Internet Site

<http://www.citu.gov.uk/publications/index.htm>

CENTRAL SECRETARIAT**List of Ministerial Responsibilities**

Published November 1999. Price £5.00.

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Revised May 1999.

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Published July 1997. Price £3.00.

Travel by Ministers

July 1997.

Model Contract for Special Advisers

Published May 1997.

Departmental Evidence and Response to Select Committees

Revised December 1996. Price £3.00.

The above publications are available from:

Central Secretariat, Room 132E/1, Horse Guards Road,

London SW1P 3AL.

Telephone: 020 7270 1865

and on the Internet at:

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www.cabinet-office.gov.uk/1999/concordats

Non-Departmental Public Bodies: A Guide for Departments – being revised

Published 1992, partly revised in 1996. Price £5.00.

Quangos: Opening Up Public Appointments 1999–2002

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Published October 1998.

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Published January 1997.

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Published August 1996.****The Ombudsman in your Files**

Published December 1997

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*Central Secretariat, Room 65D/1, Horse Guards Road,
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Telephone: 020 7270 1873*

*and some are also available on the Internet at
www.cabinet-office.gov.uk/quango/index/pubs.htm*

Helping you find a national Public Appointment

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Published February 2000.

Serving on a Public Body

Published February 2000.

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*Central Secretariat, Room 69B/1, Horse Guards Road,
London SW1P 3AL.
Telephone: 020 7270 6210.*

CENTRE FOR MANAGEMENT AND POLICY STUDIES**Vision New Programmes and Initiatives**

The above publication is available from:

*Vanessa Lee,
Centre for Management and Policy Studies, Room 69B/3, Horse Guards Road,
London SW1P 3AL
Telephone 020 7270 6681*

CENRAL OFFICE OF INFORMATION

Central Office of Information Annual Report and Accounts 1998-99

Published by the Stationery Office, 15 July 1999. ISBN 0-10-273199-3, House of Commons Paper 621. Price £6.75.

The Report and Accounts deals with COI's financial results and performance. It contains the COI trading fund accounts and a summarised version of COI's appropriation account in respect of services provided without charge. It also contains analyses of COI's activity by medium and client together with details of efficiency gains, purchasing savings and trends.

Framework Document COI, March 1998

COI's framework document sets out the formal framework and terms under which COI operates.

COI publications are available from Keith Williamson, Central Office of Information, Hercules Road, London SE1 7DU.

CIVIL SERVICE CORPORATE MANAGEMENT COMMAND

All publications request addressed to Horse Guards Road, London, SW1P 3AL, unless otherwise stated

Civil Service Reform Report to Prime Minister by Sir Richard Wilson, Head of the Home Civil Service

*Published 15 December 1999. Available from tel: 020 7270 5394 and on Cabinet Office website:
www.cabinet-office.gov.uk/civilservice-reform/index.htm*

Civil Service Reform – A report to the Meeting of Permanent Heads of Departments, Sunningdale, 30 September – 1 October 1999

- Vision and Values
- Diversity
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*Available on Cabinet Office website:
www.cabinet-office.gov.uk/civilservice-reform/index.htm*

Civil Service Pension Division

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Volume 1: Introduction to the PCSPS

ISBN 0-947819-32-0. Price £12.77.

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Your Pension Scheme Benefits Explained

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Published September 1999. Free. Available from CSAB.

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Benchmarking Human Resource Activities – Review of Consortium Project

Published 1997. ISBN 07115 0356 7. Price £5

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Recruitment website www.gics.gov.uk launched in July 1999, to replace previous printed recruitment literature.

The GICS Handbook

To be published March 2000. Free on website: www.gics.gov.uk.

Annual Report of the Head of Profession

To be published March 2000. Free on website: www.gics.gov.uk.

HMSO

The following publications have been issued during 1999-2000, they are freely available on the HMSO website www.hmso.gov.uk/guides.htm or from HMSO tel: (01603) 621000

HMSO Guidance Note Number 1 – Copyright in Typographical Arrangement

Published October 1997, Revised September 1998.

HMSO Guidance Note Number 2 – Reproduction of Crown Copyright Scientific, Technical and Medical Articles

Published February 1998.

HMSO Guidance Note Number 3 – Copyright in Public Records.

Published June 1999.

HMSO Guidance Note Number 4 – Reproduction of Court Forms.

Published June 1999.

HMSO Guidance Note Number 5 – Copyright in Works Commissioned by the Crown.

Published August 1999.

HMSO Guidance Note Number 6 – Reproduction of United Kingdom, England, Wales and Northern Ireland Primary and Secondary Legislation.

Published October 1999.

HMSO Guidance Note Number 7 – Guidance on the Copying of Birth, Death, and Marriage Certificates.

Published October 1999.

HMSO Guidance Note Number 8 – Reproduction of National Curriculum Material, and Literacy and Numeracy Strategy Documents, for England.

Published October 1999.

HMSO Guidance Note Number 9 – Reproduction of Government Press Notices for England, Northern Ireland and Wales

Published January 2000. Amended 4 February 2000.

The Controller of HMSO in her role as Queen's Printer for Scotland (QPS) has established a series of QPS Guidance Notes. These are available from the Office of the Queen's Printer for Scotland at:

16 Waterloo Place, Edinburgh, EH1 3DN. Tel: (01603) 621000.

Queen's Printer for Scotland Guidance Note Number 1 - Reproduction of Acts of the Scottish Parliament, Explanatory Notes to Acts of the Scottish Parliament and Scottish Statutory Instruments.

November 1999

INTELLIGENCE AND SECURITY COMMITTEE

Sierra Leone

Published May 1999 by TSO (Cm 4309). Price £2.40.

Annual Report 1998-99

Published November 1999 by TSO (Cm 4532). Price £8.15.

Both publications are available from The Stationery Office.

JOINT INTELLIGENCE ORGANISATION

Government Response to the Intelligence and Security Committee's Report on Sierra Leone.

Published May 1999. Cm 4347. Price £1.15.

Government Response to the Intelligence and Security Committee's Annual Report 1998-99.

Published January 2000. Cm 4569. Price £2.90.

Both publications are available from The Stationery Office.

MODERNISING GOVERNMENT SECRETARIAT

The following publications are free unless stated, and available from the Modernising Government Secretariat by telephoning 0207-270-5628, or by e.mailing moderngov@gtnet.gov.uk. Internet versions are as listed.

People & Public Services: a review of research into people's expectations and experiences of public services.

Published jointly July 1998 by the Cabinet Office, the Office for Public Management, and Acumen. ISBN 0-7115-0361-3.

Available from the Publications Department of the Office for Public Management, telephone 020 7837 9600, e.mail office@opm.co.uk. Price £10.50.

Modernising Government White Paper

Published March 1999 by the Stationery Office Cm 4310.

ISBN 0 10 143102 3. Price £9.00.

Internet at www.cabinet-office.gov.uk/moderngov/1999/whitepaper

Modernising Government leaflets

Published by the Cabinet Office March to October 1999

Leaflet aimed at the general public.

Internet at www.cabinet-office.gov.uk/moderngov/1999/whitepaper

Leaflet aimed at the general public, Bengali, Gujarati, Hindi and Urdu language versions

Leaflet aimed at those who work in the public sector

Leaflet aimed at the general public, large print version

Leaflet aimed at the general public, Braille version

Modernising Government Action Plan

Published July 1999 by the Cabinet Office. Regularly revised versions are available on the Internet at www.cabinet-office.gov.uk/moderngov/1999/action

Professional policy making fore the twenty-first century

Published September 1999 by the Cabinet Office. Internet at www.cabinet-office.gov.uk/moderngov/1999/policy

Modernising Government White Paper - Welsh language version

Published October 1999 by the Cabinet Office.

Modernising Government: Logo style guide

Published October 1999 by the COI for the Cabinet Office.

Ref j994659/999/D8

MODERNISING PUBLIC SERVICES GROUP**Assessing Excellence: A Guide to Using Self-Assessment against the Business Excellence Model and Charter Mark to Achieve Performance Improvement in the Public Sector**

Published April 1999. Obtainable from tel: 020 7270 6042 and

**MPS web site*

Managing Attendance in the Public Sector

Published April 1999. Obtainable from tel: 020 7270 6042 and

**MPS web site*

Public Sector Benchmarking Project: Brochure of Services available

*V3 published July 1999. Obtainable from tel: 020 7270 6042 *MPS web site*

How to apply for a Charter Mark – 2000

Published September 1999. Obtainable from MPS publications line tel: 0845 722 3242.

Charter Mark 2000 – Your questions answered

*Published September 1999. Obtainable from MPS publications line
tel: 0845 722 3242*

Modernising Government News (quarterly news sheet)

*Published September 1999, November 1999, and February 2000. Obtainable
from MPS publications line tel: 0845 722 3242*

MPS Quality Network Directory

*Published October 1999. Obtainable from MPS publications line
tel: 0845 722 3242 and *MPS website*

**Charter Mark Self-Assessment Pack - an eight-step guide to improvement
(revised version)**

*Published October 1999. Obtainable from MPS publications line
tel: 0845 722 3242. Price £25 per pack.*

**Access Pages (directory of national contact numbers and e-mail addresses for
public services)**

*Published October 1999. Obtainable from *MPS web site.*

Service Action Teams' Action Plan

*Published October 1999. Obtainable from *MPS web site.*

Guide to Quality Schemes and Best Value

*Published December 1999. Obtainable from MPS publications line
tel: 0845 722 3242 and *MPS web site.*

**How to review Agencies and Non-Departmental Public Bodies to improve the
quality and effectiveness of public services**

*Published January 2000. Obtainable from tel: 020 7270 6453 and
MPS web site.

**MPS's web site address is www.servicefirst.gov.uk*

PERFORMANCE AND INNOVATION UNIT

*The reports below are available from the PIU website
www.cabinet-office.innovation.gov.uk. Limited numbers of the first two reports
are held by the unit and may be obtained free by ringing tel: 020 7270 1533,
writing to PIU, Cabinet Office, Horse Guards Road London, SW1P 3AL, e-mailing
piu@cabinet-office.x.gsi.gov.uk or faxing on 020 7270 1593.*

Encryption and Law Enforcement

Published May 1999

e-commerce@its.best.uk

Published September 1999

Rural Economies

*Published by the Stationery Office December 1999.
ISBN 0-11-702673-5 price £15*

Wiring it up, Whitehall's Management of Cross-cutting Policies and Services

Published by the Stationery Office January 2000.

ISBN 0-11-430160-3 price £18

Adding it up, Improving Analysis and Modelling in Central Government

Published by the Stationery Office January 2000.

ISBN 0-11-702673-5 price £18

Reaching out: The Role of Central Government at Regional & Local Level

Published by the Stationery Office February 2000

ISBN 0-11-430163-8 price £18

REGULATORY IMPACT UNIT

A brief guide to the INFOSHOP pilot

Published May 1999.

An introductory guide to performance management in local authority trading standards and environmental health enforcement services

Published May 1999

The INFOSHOP newsletter

Published April, June, August, November 1999, February 2000.

The Guide to Better European Regulation

Published July 1999.

Regulatory Impact Unit (leaflet)

Published September 1999.

Proposals to improve the quality of enforcement services. A Consultative Document on Section 5 of the Deregulation and Contracting Out Act 1994

Published September 1999.

All the above publications, except A brief guide to the INFOSHOP pilot, are available on the Internet at www.cabinet-office.gov.uk/regulation.

Copies of the Guide to Better European Regulation and Regulatory Impact Unit (leaflet) can be obtained free of charge from:

European Affairs, Regulatory Impact Unit

Cabinet Office, Horse Guards Road, London SW1P 3AL

020 7270 6148

020 7270 1982

Email: better.euro.reg@cabinet-office.x.gsi.gov.uk

Copies of A brief guide to the INFOSHOP pilot, An introductory guide to performance management in local authority trading standards and environmental health enforcement services, The INFOSHOP newsletter and Proposals to improve the quality of enforcement services *can be obtained free of charge from:*

Regulatory Impact Unit

Room 65C/3

Horse Guards Road

London SW1P 3AL

020 7270 6928

SECURITY COMMISSION

Report into the case of Stephen John Hayden

Published February 2000. ISBN 0-10-145782-0. Cm 4578. Price £5.50

Available from The Stationery Office.

SOCIAL EXCLUSION UNIT

Truancy and School Exclusion

Published May 1998. Cm 3957, ISBN 0-10-139572-8. Price £7.00.

Rough Sleeping

Published July 1998. Cm 4008, ISBN 0-10-140082-9. Price £7.00.

Bringing Britain Together: a national strategy for neighbourhood renewal

Published September 1998. Cm 4045. ISBN 0-10-140452. Price £9.50.

Teenage Pregnancy

Published June 1999 by the Stationery Office. Cm 4342,

ISBN 0-10-143422-7. Price £15.

Bridging the Gap: New Opportunities for 16-18 Year Olds Not in Education, Employment or Training

Published July 1999 by the Stationery Office. Cm 4405,

ISBN 0-10-144052-9. Price £13.75.

UK ANTI-DRUGS CO-ORDINATION UNIT

First Annual Report & National Plan: Tackling Drugs to Build a Better Britain

Produced by Central Office of Information. Ref. j99-4196/9905/D40

Tackling Drugs To Build a Better Britain. The Government's 10 year strategy for tackling drug misuse.

Published April 1998 by the Stationery Office. Cm 3945. Price £6.50.

Tackling Drugs - Government action

Produced by the Cabinet Office Publications & Publicity Team.

CAB/1/12/1999.

Tackling Drugs to Build a Better Britain – The Government’s 10-Year Strategy for Tackling Drug Misuse

website address www.official-documents.co.uk/document/cm39/3945/3945.htm

The United Kingdom Anti-Drugs Coordinator First Annual Report & National Plan

website address cabinet-office.gov.uk/anti-drugs/1999/report

WOMEN’S UNIT

Copies of the documents listed below are available from:

*Women’s Unit
10 Great George Street
London
SW1P 3AE
Tel: 020 7273 8805
Website: www.womens-unit.gov.uk*

Living without Fear – An integrated approach to tackling violence against women

Published June 1999. Produced by COI – J99–4349/9906/D160, ISBN 0–7115–0368–0.

Listening to Women – Qualitative Research

Published August 1999. Produced by COI –J99–4637/9908/D4

Voices - Turning listening into action

Published October 1999. Produced by COI –J99–4647/9910/D160

Women’s Incomes over the Lifetime

Published February 2000

Annex

Public Appointments made by the Prime Minister and the Queen on the advice of the Prime Minister 1 January-31 December 1999

Note: All posts are part-time unless otherwise stated. In most cases expenses are paid

APPOINTEE	POST HELD AND BODY	LENGTH OF TERM	REMUNERATION (nil unless otherwise stated)
Sir John James KCVO CBE	Crown Estate Commissioner, The Crown Estate *	6 months (re-appoint)	
The Rt Hon The Baroness Williams of Crosby	Advisory Committee on Business Appointments	3 years (new appoint)	
The Rt Hon the Lord Mayhew of Twysend QC	Member, Advisory Committee on Business Appointments	3 years (new appoint)	
Dame Rennie Fritchie	Commissioner for Public Appointments	3 years (new appoint)	Yes
Dame Anne McLaren	Trustee, Natural History Museum	5 years (new appoint)	
Baroness Dean of Thornton-le-Fylde	Chairman, Armed Forces Review Body	3 years (new appoint)	
Lord Gillmore of Thamesfield GCMG	Chairman, Advisory Committee on Business Appointments	3 years (new appoint)	
John Bridgeman Esq	Member, Royal Patriotic Fund Corporation (HMT)	Reappointed	
Sir Michael Hopkins	Trustee, British Museum	5 years (re-appoint)	
The Rt Hon the Lord Mayhew of Twysend QC	Chairman, Advisory Committee on Business Appointments	Appointed	
Lord Wakeham	Chairman, Royal Commission on the Reform of the House of Lords *	Appointed	
Rt Hon Gerald Kaufman MP	Member, Royal Commission on the Reform of the House of Lords *	Appointed	
Baroness Dean of Thornton-le-Fylde	Member, Royal Commission on the Reform of the House of Lords *	Appointed	
Rt Hon Lord Hurd of Westwell	Member, Royal Commission on the Reform of the House of Lords *	Appointed	
Lord Butler of Brockwell GCB CVO	Member, Royal Commission on the Reform of the House of Lords *	Appointed	
Rt Rev Richard Harries, Lord Bishop of Oxford	Member, Royal Commission on the Reform of the House of Lords *	Appointed	
Sir Michael Wheeler-Booth	Member, Royal Commission on the Reform of the House of Lords *	Appointed	
Sir Kenneth Munro	Member, Royal Commission on the Reform of the House of Lords *	Appointed	
Professor Anthony King	Member, Royal Commission on the Reform of the House of Lords *	Appointed	
Ms Ann Beynon	Member, Royal Commission on the Reform of the House of Lords *	Appointed	
Professor Dawn Oliver	Member, Royal Commission on the Reform of the House of Lords *	Appointed	
Ms Jana Bennett	Trustee, Natural History Museum	Appointed for 5 years	
Oliver Stocken Esq	Trustee, Natural History Museum	Appointed for 5 years	
Prof. Michael Hassell	Trustee, Natural History Museum	Appointed for 5 years	

APPOINTEE	POST HELD AND BODY	LENGTH OF TERM	REMUNERATION (nil unless otherwise stated)
Ms Rosemary Dunhill	Member, Royal Commission on Historical Manuscripts*	Appointed for 3 years	
Dr Caroline Barron	Member, Royal Commission on Historical Manuscripts*	Appointed for 3 years	
Dr Christopher Smout	Member, Royal Commission on Historical Manuscripts*	Appointed for 3 years	
Ms Heather Rabbatts	Governor, British Broadcasting Corporation*	Appointed for 4 years	Yes
Sir Angus Grossart	Trustee, National Heritage Memorial Fund	Appointed for 3 years	
John Lewis Esq	Trustee, Wallace Collection	Reappointed for 5 years	
David Middleton Esq	Chairman, Rural Development Commission*	Reappointed for 6 months	
Sir Jocelyn Stevens CVO	Chairman, Royal Commission on the Historical Monuments of England*	Appointed	
Rt Hon Lord Faringdon	Commissioner, Royal Commission on the Historical Monuments of England*	Appointed	
Prof. Eric Fernie CBE	Commissioner, Royal Commission on the Historical Monuments of England*	Appointed	
Lady Elizabeth Gass	Commissioner, Royal Commission on the Historical Monuments of England*	Appointed	
Loyd Grossman Esq	Commissioner, Royal Commission on the Historical Monuments of England*	Appointed	
HRH The Duke of Gloucester KG GCVO	Commissioner, Royal Commission on the Historical Monuments of England*	Appointed	
Mrs Candida Lycett Green	Commissioner, Royal Commission on the Historical Monuments of England*	Appointed	
Miss Kirsty McLeod	Commissioner, Royal Commission on the Historical Monuments of England*	Appointed	
Richard Morris Esq	Commissioner, Royal Commission on the Historical Monuments of England*	Appointed	
Miss Sue Underwood	Commissioner, Royal Commission on the Historical Monuments of England*	Appointed	
Ms Amanda Arrowsmith	Commissioner, Royal Commission on the Historical Monuments of England*	Appointed	
Mrs Bridget Cherry	Commissioner, Royal Commission on the Historical Monuments of England*	Appointed	
Councillor Philip Davis	Commissioner, Royal Commission on the Historical Monuments of England*	Appointed	
Andrew Fane Esq	Commissioner, Royal Commission on the Historical Monuments of England*	Appointed	
Dame Sheila Masters DBE	Commissioner, Public Work Loans Board*	Reappointed	
Mrs Rachel Terry	Commissioner, Public Work Loans Board*	Reappointed	
Lawrence Nippers Esq	Commissioner, Public Work Loans Board*	Appointed	
Sir William Purves	Trustee, Imperial War Museum	Reappointed	
John Snow Esq	Trustee, National Gallery	Appointed	
Sir Joseph Hotung	Trustee, British Museum	Reappointed	
Prof Tom Pritchard	Trustee, National Heritage Memorial Fund	Appointed	Yes
Admiral Sir Michael Layard	Member, (Navy Department) Royal Patriotic Fund Corporation*	Reappointed	
Rabbi Julia Neuberger	Trustee, Imperial War Museum	Appointed	

APPOINTEE	POST HELD AND BODY	LENGTH OF TERM	REMUNERATION (nil unless otherwise stated)
The Very Reverend Henry Stapleton	Member, Royal Commission on Historical Manuscripts *	Reappointed	
Sir Keith Thomas	Member, Royal Commission on Historical Manuscripts *	Reappointed	
Mrs Althea Dundas-Bekker	Member, Royal Commission on Historical Manuscripts *	Reappointed	
The Earl of Scarbrough	Member, Royal Commission on Historical Manuscripts **	Reappointed	
Mark Fisher Esq MP	Commissioner, Museums & Galleries Commission		
Ronald Spinney Esq	Commissioner, Crown Estate *	Appointed	
Baroness Willoughby de Eresby DI	Trustee, National Portrait Gallery	Reappointed	
Mrs Kay Coleman OBE	Member, Armed Forces Review Body	Reappointed	
John H Davies Esq	Member, Armed Forces Review Body	Appointed	
Michael G Ward Esq	Member, Armed Forces Review Body	Appointed	
Rt Hon Dame Elizabeth Butler-Sloss DBE	President of the Family Division *	Appointed	
Admiral Sir John Kerr	Commissioner, Museums & Galleries Commission	Reappointed	
Sir Robert Smith	Governor of the BBC *	Appointed	
Prof Fabian Monds	Governor of the BBC *	Appointed	
David Bills Esq	Member, Forestry Commission *	Reappointed	
Duncan Macniven Esq	Member, Forestry Commission *	Appointed	
Lieutenant General Sir Christopher Wallace	Trustee, Imperial War Museum	Appointed	
Peter Rogers Esq	Trustee, Imperial War Museum	Appointed	
Dennis Silk Esq CBE	Trustee, Imperial War Museum	Reappointed	
Mark Getty Esq	Trustee, National Gallery	Appointed	
John Singh Esq	Member, School Teachers Review Body	Appointed	
Richard Pearson Esq	Member, School Teachers Review Body	Appointed	
Alan Hawksworth Esq	Member, Doctors & Dentists, Review Body	Appointed	
Mrs Marlene Davies	Member, Review Body for Nursing Staff, Midwives, Health Visitors & Professions Allied to Medicine	Appointed	
Ms Urmila Banerjee	Member, Review Body for Nursing Staff, Midwives, Health Visitors & Professions Allied to Medicine	Appointed	
Professor Pauline Weetman	Member, Review Body for Nursing Staff, Midwives, Health Visitors & Professions Allied to Medicine	Appointed	
Dr Gareth Jones	Review Body for Doctors & Dentists	Appointed	
Christopher King Esq OBE	Review Body for Doctors & Dentists	Appointed	
Ms Carol Hui	Review Body for Doctors & Dentists	Appointed	
Mrs Elizabeth France	Data Protection Registrar	Reappointed	
Dr Jessica Rawson CBE	Member, School of Oriental and African Studies *	Appointed	
Professor Ruffh Finnegan	Member, School of Oriental and African Studies *	Appointed	
Professor Judith Brown	Member, School of Oriental and African Studies *	Appointed	
Sir Ian Gibson CBE	Member, Court of the Bank of England *	Appointed	
Miss Kathleen O'Donovan	Member, Court of the Bank of England *	Appointed	
Christopher Allsopp	Member, Court of the Bank of England *	Reappointed	
Howard Davies	Member, Court of the Bank of England *	Reappointed	
Sir Neville Simms	Member, Court of the Bank of England *	Reappointed	

APPOINTEE	POST HELD AND BODY	LENGTH OF TERM	REMUNERATION (nil unless otherwise stated)
Joseph Abrams Esq OBE	Trustee, National Maritime Museum	Appointed	
Patricia Rothman	Trustee, National Maritime Museum	Appointed	
The Hon Mrs Justice Hale DBE	Lord Justice of Appeal	Appointed	
Peter Scott Esq	Trustee, National Gallery	Appointed	
Admiral Sir Jock Slater	Trustee, Imperial War Museum	Appointed	
Professor Ann Dowling	Trustee, National Science Museum	Appointed	
Martin Smith Esq	Trustee, National Science Museum	Appointed	
Ian D Grant Esq	Commissioner, Crown Estate Commission	Reappointed	
Dr Barbara Marsh	Commissioner, Rural Development Commission	Reappointed	
Mark Getty Esq	Trustee, National Gallery	Appointed	
Hasan Askari Esq	Trustee, British Museum	Appointed	
Christopher McCall QC	Trustee, British Museum	Appointed	
Eric Salama Esq	Trustee, British Museum	Appointed	
David Lindsell Esq	Trustee, British Museum	Appointed	
Countess of Dalkeith	Trustee, British Museum	Appointed	
Dr Anna Ritchie	Trustee, British Museum	Appointed	
Jonathan Scott Esq	Trustee, Victoria & Albert Museum	Reappointed	
Lady Copisarow	Trustee, Victoria & Albert Museum	Reappointed	
Antony Snow Esq	Trustee, Victoria & Albert Museum	Reappointed	
Rodney Fitch Esq CBE	Trustee, Victoria & Albert Museum	Reappointed	
Ms Nina Campbell	Trustee, Victoria & Albert Museum	Reappointed	
Sir John Weston KCMG	Trustee, National Portrait Gallery	Appointed	
Mrs Flora Fraser Soros	Trustee, National Portrait Gallery	Appointed	
Ms Alexandra Shulman	Trustee, National Portrait Gallery	Appointed	
Mrs Theresa Green	Trustee, National Portrait Gallery	Appointed	
Mrs Averil Burgess OBE	Trustee, Museum of London	Reappointed	
Sir Neil Cossons OBE	Member, Royal Commission on Historical Monuments of England*	Appointed	
Dr Mo Mowlam	Member, Millennium Commission *	Appointed	
Sir Ewen Fergusson	Trustee, National Gallery	Reappointed	
Lord Gavron	Trustee, National Gallery	Reappointed	
Sir Peter Hutchison	Chairman, Forestry Commission *	Reappointed	
Tom Jones Esq	Commissioner, Forestry Commission *	Reappointed	
Dr Victoria Edwards	Commissioner, Forestry Commission *	Appointed	
Gareth Wardell Esq	Commissioner, Forestry Commission *	Appointed	
The Lord De Ramsey	Crown Estate Commissioner *	Reappointed	
Mrs Honor Chapman CBE	Crown Estate Commissioner *	Reappointed	
Miss Jyoti Munsiff	Trustee, Imperial War Museum	Appointed	
Patricia Lankester	Trustee, National Heritage Memorial Fund	Reappointed	
Charles Allen-Jones Esq	Trustee of the British Museum	Appointed	

APPOINTEE	POST HELD AND BODY	LENGTH OF TERM	REMUNERATION (nil unless otherwise stated)
Donald Curry Esq	Crown Estate Commissioner	Appointed	
Sir Elton John CBE	Trustee, Wallace Collection	Appointed	
Honourable Lord Bingham of Cornhill	Chairman, Royal Commission on Historical Manuscripts*	Appointed	
Lesley Knox	Governor, Museum of London	Appointed	

**Reports of the Office of the
Parliamentary Commissioner
for Administration and
Health Service Commissioner
for England**

Office of the Parliamentary Commissioner for Administration (Ombudsman) and Health Service Commissioner for England

1 The Parliamentary Commissioner for Administration (PCA) investigates complaints from members of the public, referred to him by Members of the House of Commons, about maladministration in government departments and certain non-departmental public bodies. That includes complaints that they have been refused access to information in contravention of the Code of Practice on Access to Government Information (AOI). The Health Service Commissioner for England (HSCE) is responsible for investigating complaints against NHS bodies in England, including complaints regarding the exercise of clinical judgement and complaints against NHS practitioners providing family health services. The post is held by the PCA, who is also the Health Service Commissioner for Scotland and Wales. Following the devolution of powers and responsibilities to Scotland and Wales in July 1999 two Commissioner's offices were created reporting to the Scottish Parliament and National Assembly for Wales. Reporting responsibilities for the Health Service Commissioners for Scotland and Wales changed similarly. At present all these posts are held by the PCA. Arrangements are explained further below. The Office is completely independent of the Government and is excluded from normal running cost controls. Apart from the Commissioner's salary (a charge on the Consolidated Fund) expenditure of the Office is borne on Vote 1 of Class XVIII.

2 Under the terms of the Parliamentary Commissioner Act 1967, as amended, Annual and Selected Cases Reports of the PCA are presented to Parliament and published as House of Commons papers. Annual Reports and reports on selected investigations are presented and published in a similar way by HSCE under the provisions of the Health Service Commissioners Act 1993, as amended. Some individual cases are separately published if they are of particular significance. PCA's Annual Report for 1998-99 was published in June 1999 as HC 572; and HSC's Annual Report for 1998-99 was published in June 1999 as HC 498. The HSCE and PCA Reports for 1999-00 are expected to be published in June 2000. Free information leaflets about the role and powers of the PCA and HSCE are made available to a wide range of organisations, as well as to individuals. Minority language versions of HSC leaflets are available.

3 With the establishment of the Scottish Parliament and National Assembly for Wales, the reporting and funding arrangements of the Office have been changed to accord with the powers and responsibilities of the newly elected bodies. There are now separate Offices for the Scottish Parliamentary Commissioner for Administration (SPCA) and Welsh Administration Ombudsman (WAO). At present the two posts are held by the PCA. These Offices, together with the Health Service Commissioners for Scotland and Wales, report to their respective elected bodies. The funding for the SPCA, WAO and Health Service Commissioners now comes from the Scottish

Parliament and Welsh Assembly as appropriate; and these changes are reflected in the forward expenditure plans contained in this report. The reports on the activities of the SPCA, WAO and HSC for Scotland and Wales will be made, as required, to their respective bodies.

4 Previous arrangements under which the spending plans were reviewed each year through the Public Expenditure Survey have been replaced with fixed three year spending plans controlled directly by departments (The Departmental Expenditure Limits – DEL), with greater freedom to carry forward unspent provision. This gives departments more certainty and flexibility for long term planning and management of resources. The Office has no Annually Managed Expenditure (AME).

5 As this Office is not part of the planning and control framework it has not published a Public Service Agreement.

The Parliamentary Commissioner for Administration

6 The aim of the PCA is to deal with the cases as speedily and effectively as possible. In 1995 (including 44 AOI complaints) 1,743 complaints were received, of which 366 (21%) were accepted for investigation. The average investigation throughput time for 1995 was 74 weeks, (though for AOI cases it was 32 weeks). In 1996 (including 44 AOI complaints) 1,964 complaints were received, of which 256 (13.1%) were accepted for investigation. The average investigation throughput time for 1996 was 86 weeks, (though for AOI cases it was 44 weeks). In 1997 (including 29 AOI complaints) 1,551 complaints were received, of which 229 (14.8%) were accepted for investigation. The average investigation throughput time for 1997 was 98 weeks, (though for AOI it was 54 weeks). In the fiscal year 1997-98 (including 27 AOI cases) 1486 complaints were received, of which 216 (14.5%) were accepted for investigation. The average investigation throughput time for 1997-98 was 100 weeks, (though for AOI cases it was 46 weeks). In the fiscal year 1998-99 (including 45 AOI cases) 1551 complaints were received, of which 268 (17.3%) were accepted for investigation. The average investigation throughput time for 1998-99 was 91 weeks (though for AOI cases it was 23 weeks). The number of completed investigations has increased from 254 in 1995, 272 in 1996, 343 in 1997, to 402 in 1997-98; the figures include AOI cases. In 1998-99 388 investigations were completed. Additionally, some 89 cases in 1997, 110 cases in 1997-98 and 90 cases in 1998-99 were resolved before going to full investigation by informal enquiries; these cases also achieved some form of redress for the complainant.

7 Cases still under investigation at the year end increased from 427 (including 6 AOI cases) at the end of 1994 to 502 (including 23 AOI cases) at the end of 1996, but this peak had been reduced to 384 (including 15 AOI

cases) at the end of 1997 and 331 (including 8 AOI cases) at the end of 1997-98. At the end of 1998-99 it stood at 228 (including 12 AOI) cases. Likewise, the number of current cases under investigation that are over 12 months old increased from 151 at the end of 1994, to 328 at the end of 1996, but this also fell to 264 at the end of 1997, and further to 211 at the end of 1997-98. At the end of 1998-99 it had reduced to only 19. These reductions in backlogs reflect in part the combinations of extra staff, recruited and trained to tackle the backlog of older cases, but also revised and improved working methods and report formats introduced and developed over the last four years. They are being reflected in a corresponding, welcome and very marked reduction – in fact a halving – in average case throughput times now the backlog of old cases has been eliminated.

The Health Service Commissioner for England

8 The Health Service Commissioner for England is empowered to investigate failures in service, failures to provide a service and maladministration in the NHS. Since April 1996, the Commissioner's jurisdiction has covered clinical matters and the work of family health service practitioners. The final impact of this change began to be felt in 1998-99 and action was taken to strengthen investigation teams and extend the sources of clinical advice available to them. Clinical cases now represent more than 70% of the Office's caseload, and include complex matters that may involve several practitioners and agencies. It is anticipated that this proportion will rise, rather than fall.

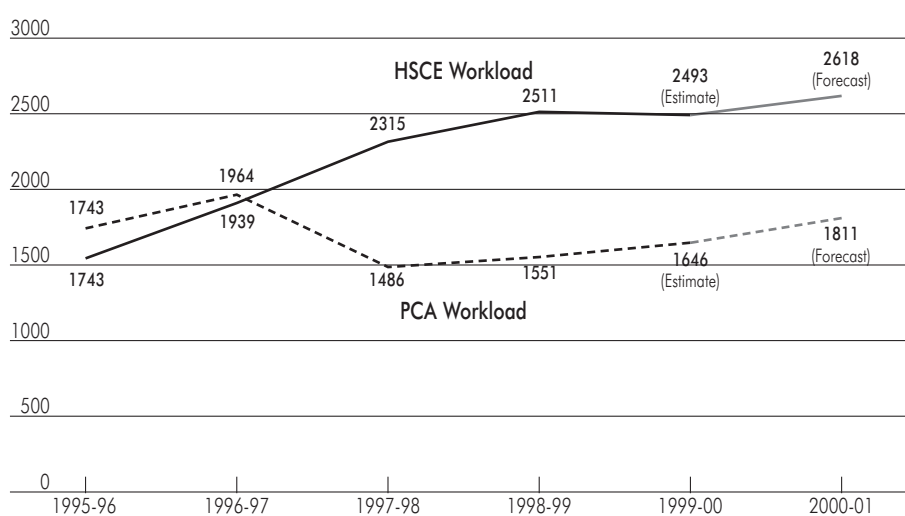
9 It is anticipated that complaints referred to the Commissioner will reach 2500, slightly more than the previous year. Approximately 40% of the complaints that come to the Commissioner cannot be investigated, often because the complainant has not yet referred the matter to the local NHS body. They are usually happy to make that approach when it is suggested. There are a number of approaches available to the remaining complaints, including giving a clearer explanation of clinical matters than has been the case until then, and asking the NHS body concerned to take some action. In order that this work can be properly reflected in performance information, the way that the 'take up' rate for investigations is calculated has been changed. The denominator now excludes complaints that are plainly out of jurisdiction. On that basis it is forecast that 18% of complaints received in 1999-00 will be investigated, by comparison with 12% for the previous year. It is thought that the volume of referrals and the proportion of those investigated will continue to rise.

10 The Commissioner's Office continues to meet targets for prompt responses to complainants, with 80% of correspondence answered within 18 days. It is forecast that 131 investigations will be completed in 1999-2000, by comparison with 98 in the previous year. The Commissioner is not satisfied

that the time taken to complete an investigation, presently averaging 11 months, is acceptable and will continue to work on improving throughput during 2000-01.

11 The coming year will see, therefore, considerable investment in developing the Commissioner's office practices, streamlining processes and ensuring that its work has its full impact. This activity will be directed at making the Commissioner's service more responsive to the parties to a complaint, more transparent in its work, more accessible to people who have a complaint and ensuring that investigations are completed as quickly as possible. It will, at the same time, help prepare the Office's response to further changes consequent on devolution, the report of the Cabinet Review of the Public Sector Ombudsmen and the further development of clinical governance and complaints handling in the NHS.

Figure 7.1: PCA and HSCE Work Volumes – Complaints Received



Financial provision and staffing

12 The expenditure and receipts outturn and cash plans of the Office are set out below. Figures for prior years include the costs of the Health Service Commissioner for Scotland and the Health Service Commissioner for Wales.

£ million	1994-95 outturn	1995-96 outturn	1996-97 outturn	1997-98 outturn	1998-99 outturn	1999-00 estimated outturn	2000-01 forecast	2001-02 forecast
Gross expenditure	8	10	13	13	13	13	15	15
Less								
Appropriations-in-Aid	n/a	n/a	n/a	n/a	n/a	n/a	1	1
NET TOTAL	8	10	13	13	13	13	14	14

13 Funding in prior years increased to cope with work brought about by extended jurisdiction for HSC. The number of complaints remains high by historic standards and provision must be maintained to accommodate these high levels and organisational changes which will lead to higher output levels, notwithstanding reductions in time taken to complete investigations.

14 Although the Office is not among the bodies required to implement resource accounting, it is committed to a programme of work to implement resource accounting and budgeting within HM Treasury's timetable. The Office produced a dry-run resource account in 1998-99 and will produce an actual resource account in 1999-00. In addition the Office will participate in the dry-run resource estimating exercise for 2000-01. This reflects a commitment to demonstrate value for money, improve efficiency, and increase accountability throughout the Office.

15 The Office's average staffing position is set out below*.

	1994-95 outturn	1995-96 outturn	1996-97 outturn	1997-98 outturn	1998-99 outturn	1999-00 estimated outturn	2000-0 staff plans	2001-02 staff plans
PCA	65.0	70.0	89.0	102.8	103.5	91.8	109.1	120.0
HSC	35.0	81.7	91.3	79.6	76.0	69.1	81.7	89.8
Central Services	35.3	38.8	40.2	41.9	57.7	43.0	43.4	43.0
TOTAL	135.5	155.3	190.5	220.5	224.3	203.9	234.2	252.8

* Figures for 1994-95 to 1998-99 include staff employed by the Health Service Commissioner for Scotland and the Health Service Commissioner for Wales. These Offices now report to the Scottish Parliament and Welsh Assembly, as appropriate, and their staff are not included in the 1999-00 and 2000-01 estimates.

Performance in paying bills

16 The Office is committed to compliance with the British Standard for Achieving Good Payment Performance in Commercial Transactions (BS7890). The payment policy is to pay bills in accordance with agreed contractual conditions or, where no such conditions exist, within 30 days of receipt of goods and services or the presentation of a valid invoice, whichever is the later. During 1999 90% of invoices were paid in accordance with this policy.

Equal opportunities – recruitment

17 The Office strives to be an equal opportunities employer and is committed to equality of treatment for all staff. In all areas of work staff must ensure they are fair to everyone; ensure no job applicant, or employee receives less favourable treatment on the grounds of colour, race, ethnic (or national) origin, sex, age, marital status, sexual orientation, disability, trade union activities, religious or political opinions and also ensure their judgements are not affected by personal prejudice of any kind including the more subtle and unconscious forms of discrimination which can result from preconceived notions about capabilities or characteristics of particular groups.

18 The gender mix at various levels of the Office at 31 December 1999 is shown below:

	Female	Male
Senior Civil Service	41%	59%
Managerial grades	50%	50%
Executive Grades	47%	53%
Clerical Grades	71%	29%
TOTAL	53%	47%

19 10% of employees are from ethnic minorities, of these 54% were in the Executive grades which cover both junior and middle management levels and 46% were in clerical grades.

20 The Office abides by the Civil Service Order in Council 1995 and recruits on the principle of selection on merit through fair and open competition in accordance with the guidelines issued by the Civil Service Commissioners. The Office ensures that all recruitment is conducted on the basis that permitted exceptions to this are legitimate deviations from the norm. All recruitment is subject to scrutiny by internal audit and review by the Civil Service Commissioners.

Payband	Total	Fixed Term	Male	Female	Ethnic minority	Disabled
A	5	-	-	5	1	1
B	9	-	-	9	4	-
C	2	2	1	1	-	-
D	9	8	2	7	2	-
E	-	-	-	-	-	-
SCS	7	7	5	2	-	-
TOTAL	32	17	8	24	7	1

Exemptions permitted under the Civil Service Commissioners Recruitment Code

21 The office is required to report the number of occasions on which the permitted exceptions to fair and open competition and selection on merit were used at each level (except for appointment for up to 12 months).

22 The only exception the Office has made is to convert a number of short-term appointments to permanent posts, where the initial publicity did not state that such appointments could be so converted. This was done as a result of an increase in workloads and organisational changes.

Senior Civil Service Staff

23 The number of Senior Civil Service staff employed at 1 April 1999 was 15. The salaries of the Commissioner and the Senior Civil Service staff fall in the following bands:

Band	Number
£45,000-49,999	3
£50,000-54,999	3
£55,000-59,999	4
£60,000-64,999	5
£65,000-69,999	0
£70,000-74,999	0
£75,000-79,999	0
£80,000-84,999	1
£115,000-119,999	1

24 Salaries include, reserved rights to London Weighting, London Allowances or Recruitment and Retention Allowances where paid. Pension costs are not included. The Commissioner's salary is a charge on the Consolidated Fund.

Environment

25 The Office recognises its responsibility for ensuring that its activities are, as far as reasonably practicable, environmentally friendly and, to support this, has an environment and energy policy statement of its commitment to make staff aware of their role in achieving it. As an Office we are committed to complying with any relevant environmentally related laws and regulations; reducing our energy costs; increasing our energy efficiency; investing in clean, energy efficient technologies; and reducing all environmental impacts arising from our consumption of energy and materials.

Website and e-mail address

26 Information about the work of the Ombudsman's Office can be found on the website at:

www.ombudsman.org.uk

27 Public enquiries to the Parliamentary Commissioner for Administration can be made to:

www.enqu@ombudsman.org.uk

28 Public enquiries to the Health Service Commissioner for England can be made to:

www.ohsc-enqu@online.rednet.co.uk

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Report of the Privy Council Office

Privy Council Office

1 The Privy Council Office is an autonomous Government Department whose Ministerial Head is the President of the Council and whose Permanent Head is the Clerk of the Privy Council.

2 The Department's functions fall broadly into three main areas: acting as Secretariat to the Privy Council; supporting the Judicial Committee; and supporting the President and the Parliamentary Secretary in the non-Privy Council related Ministerial duties which have been assigned to them by the Prime Minister.

Secretariat functions

3 For historical reasons many of the Government's powers and duties fall to be exercised by the Privy Council rather than by an individual Secretary of State or Minister. The Privy Council Office acts as the Secretariat for the day to day exercise of those powers and duties, in much the same way as the Cabinet Office acts as a Secretariat for policies that fall to Cabinet Ministers in their individual capacities. The Privy Council is, effectively, a collective term for Ministers. Only Ministers of the current administration play any part in the day to day policy work of the Council. The Privy Council Office co-ordinates a collective Privy Council (ie Ministerial) approach to issues that come to the Council for decision.

4 Some of the business of the Privy Council arises from the exercise of the Royal Prerogative; it is through the Privy Council that Her Majesty receives Ministerial advice on such matters as the grant and maintenance of Royal Charters and the approval of legislation in the Channel Islands and the Isle of Man. A good deal of the work, however, arises from the operation of Acts of Parliament which provide that certain powers are to be exercised by "Order in Council". These cover the interests of a good many Government Departments. The subject matter includes appointments to many regulatory bodies in the medical and other professional areas, and the approval of the rules of such bodies; the implementation of United Nations sanctions and the appointment of High Sheriffs. One particularly noteworthy Order in Council during 1999 was the one implementing the Belfast agreement, and establishing the Northern Ireland Executive and Legislative Assembly.

5 The number of Orders made and Charters granted gives an indication of the Office's output. The information for the last three years is given in Table A.

Table a: Privy Council Office – Orders made and Charters granted

	1996-97	1997-98	1998-99
Privy Council Office			
Number of Orders made, including Charters	630	628	594
Number of Charters			
New	6	5	1
Supplemental	10	7	8

The Judicial Committee

6 The Judicial Committee of the Privy Council is the final court of appeal for the Channel Islands and the Isle of Man, the United Kingdom Overseas Territories and those independent Commonwealth countries who have chosen to retain this avenue of appeal. The Committee also hears appeals from the disciplinary and health committees of the statutory councils regulating the medical and allied professions and (with leave) appeals against pastoral schemes made by the Church Commissioners. Devolution has also given it the important new function of adjudicating on “devolution issues”, that is questions of whether the devolved administration are acting within their powers.

7 Table B shows the number of Appeals and Petitions registered over the past 5 years.

Table b: Privy Council Office – Judicial Committee of the Privy Council

	Appeals registered	Petitions registered
Privy Council Office		
1995	75	82
1996	80	84
1997	73	82
1998	75	93
1999	65	82

Ministerial Support

8 The President and the Parliamentary Secretary have a range of Ministerial duties that are not directly related to the business of the Privy Council. These include the President’s position as Leader of the House of Commons, with responsibility for the management of the Government’s legislative programme, her chairmanship of a number of Cabinet Committees, her responsibility for preparations to minimise the effect on electronic systems of the Year 2000 date change, the Chairmanship of the House of Commons Modernisation Committee, and her role as a cross-Government spokesperson. The Office provides Ministers with support to carry out these functions through the Private Office organisation.

The Office itself

9 The Office is one of the smallest Government Departments, but seeks to manage itself as professionally as larger Departments, and to play its part in central initiatives to modernise Government. An increasing amount of our business is done electronically, as we deal mostly with professional and academic institutions, Government Departments and other bodies, who are well equipped to communicate with us and to transmit documents via e-mail. We plan to launch a web-site in early 2000 to provide our many clients with the information and tools they need to do business with us.

10 The Senior Civil Service Salaries are shown at table C. Running cost provision and manpower numbers are shown in Tables d and e.

Table c: Privy Council Office – Number of Senior Civil Service Staff in each payband

	Number
Privy Council Office	
Below £40,000	0
£40,000-£44,999	0
£45,000-£49,999	1
£50,000-£54,999	0
£55,000-£59,999	1
£60,000-£64,999	0
£65,000-£69,999	1
£70,000-£74,999	0
Above £75,000	0

Changes since last year's report

11 As reported last year, the Office of the Lord Privy Seal transferred to the Cabinet Office in 1998, but the Privy Council continued to carry the resources on its budget until 31 March 1999. These resources have now been transferred to the Cabinet Office.

12 The Office relocated in September 1999 to its own premises at 2 Carlton Gardens, London SW1Y 5AA.

Aims and objectives

13 The aim of the Privy Council Office is “to act as the secretariat to the Privy Council in its constitutional and statutory role and to support the President of the Council in her Privy Council and other responsibilities as efficiently and effectively as possible”. Its objectives are:

- To continue to improve the efficiency with which it despatches Ministerial business carried out through the Privy Council

- Similarly to continue in the proper discharge of its judicial responsibilities
- To open up and increase understanding of the operation of the Privy Council, and to continue to modernise its operation.
- To continue to offer effective support to the Department's Ministers in their roles as Leader of the House, Minister for the Millennium Bug and cross-Government spokesperson, as their workload expands and they take on new responsibilities. Table D shows the current output and performance analysis figures.

Table d:

OPA Target/other measure	Performance indicator	Target outturn	Latest outturn
	Privy Council Meetings: incidence of adverse feedback	Nil	Nil
Processing of subordinate legislation within specified deadlines		100%	100%
Queries from Joint Committee on Statutory Instruments and printing defects	Proportion trouble free	96%	96%
	Costs per case: Charters and bye-laws	£1,564	£1,564
	Cost per case handle	£3,285	£3,285
Routine enquiries – substantive response within deadlines		92% within 4 weeks	92%
Issue orders within deadlines	Turn round of casework	75% within 4 weeks	75%
	Submission to visitor within deadlines	100% within 8 weeks of receipt of last formal document	100% within 8 weeks
	Bills taxed within deadlines	100% within 9 weeks of final judgement	100% within 9 weeks
	Aggregate efficiency	£4,849	£4,849

Equal opportunities

14 To ensure that everyone has the opportunity for employment and advancement on the basis of their ability, qualifications and suitability. Family friendly policies such as career breaks and flexible working patterns are available to all staff as far as Office needs permit.

Recruitment

15 In the current year the Privy Council Office has not undertaken any recruitment from outside the civil service, but systems are in place to ensure that recruitment is on the basis of fair and open competition and selection on merit. These systems are subject to audit both internally and by the Office of the Civil Service Commissioners.

Payment Performance

16 The Privy Council Office supports the principles of the CBI prompt payment code, and complies with the British Standard for Achieving Good Payment Performance in Commercial Transactions (BS 7890). The policy is to pay all suppliers within 30 days of receipt of goods or services or a correctly documented invoice (whichever is received later) or according to contract where a different payment period is agreed. 100% of the Privy Council Office's bills were paid on time in the period 1 April 1998 to 31 March 1999.

Information Technology

17 The Privy Council Office shares its computer system with the Cabinet Office, and is covered by that Department's precautions against the Millennium date-change effect. Work is proceeding on the possibility of making judgments of the Judicial Committee available on the World Wide Web, and the opportunity will be taken to consider what other information and services might be made available electronically. The Office is fully connected to the Government Secure Intranet.

Investors in People

18 The Privy Council Office is in the process of acquiring IiP accreditation.

Sustainable development and the environment

19 The Privy Council Office is not responsible for the promotion of any primary legislation or for the direct execution of any policies which impact on the environment. However, it is the policy of the Privy Council Office to purchase stationery from sustainable sources wherever possible and it has in place a recycling system for used printer cartridges.

Report of the House of Lords

House of Lords

House of Lords: Peers' Expenses, Administration, etc Class XVIII, Vote 2 House of Lords: Works Services Class XVIII, Vote 3

1 Expenditure on the House of Lords is borne on Vote 2, Peers' Expenses, Administration etc, and Vote 3, Works Services of Class XVIII.

2 Expenditure on Vote 2 covers the reimbursement of Peers' expenses incurred by them for the purpose of their Parliamentary duty, and the administrative costs of the House of Lords' Offices and its Refreshment Department. It also includes the House of Lords' share of the security costs at the Palace of Westminster, financial assistance to Opposition parties and a grant in aid to the History of Parliament Trust.

3 Expenditure on Vote 3 covers the costs of works services for the House of Lords and 40 per cent of the costs of projects shared with the House of Commons.

4 Control of the two Votes is vested in the House of Lords' Offices Committee, appointed each session. The spending plans provide for a uniform level of services to the House and its Committees.

5 More information on the two Votes and other matters can be found in the House of Lords Annual Report and Accounts published on 11th October 1999 as HL Paper 104.

6 The expenditure outturn and cash plans of the House of Lords are set out in the table below.

Table a: House of Lords: Expenditure Outturn and Cash Plans

£ thousands	1994-95	1995-96	1996-97	1997-98	1998-99	1999-00	2000-01	2001-02
	← outturn →				← plans →			
Vote 2								
Expenses of Peers	6,496	6,659	7,021	6,579	9,487	9,900	8,417	8,800
House of Lords Offices								
1 Salaries	5,761	6,005	6,458	6,408	6,814	7,338	7,916	7,493
2 Grant in aid to the History of Parliament Trust	0	0	0	0	0	200	210	200
3 Other running costs	5,602	6,376	5,426	6,429	6,993	7,443	7,800	7,493
Retired allowances etc	950	1,139	1,210	1,161	1,313	1,646	1,779	1,412
Security	5,658	5,615	5,791	5,979	6,177	6,169	6,670	7,063
Refreshment Department	913	895	1,062	1,066	1,215	1,313	1,344	1,415
Gross Total	25,380	26,689	26,968	27,622	31,999	34,009	34,136	33,876
Less: Appropriations in Aid	1,539	1,663	2,088	1,999	2,320	2,624	2,745	2,170
Net Total	23,841	25,026	24,880	25,623	29,679	31,385	31,391	31,706
Vote 3								
Capital works								
1 Capital works	5,809	7,391	5,504	4,287	4,905	6,925	9,496	5,277
2 Grant in Aid to the House of Lords Works of Art collection fund	14	14	15	15	28	28	28	28
Current works	4,276	3,981	4,130	5,200	4,702	3,213	4,151	5,245
Rent, property taxes, service charges and other operating costs	2,023	2,055	2,380	2,736	2,210	2,515	3,044	4,138
Administration costs	1,921	2,057	2,109	2,083	2,215	2,266	2,300	2,245
Gross Total	14,043	15,498	14,138	14,321	14,060	14,947	19,019	16,933
Less: Appropriations in Aid	503	678	499	537	500	480	867	669
Net Total	13,540	14,820	13,639	13,784	13,560	14,467	18,152	16,264
Non voted unallocated provision	-	-	-	-	-	-	4,085	-
GRAND TOTAL VOTES 2 AND 3 AND UNALLOCATED PROVISION	37,381	39,846	38,519	39,407	43,239	45,852	53,628	47,970

Report of the House of Commons

House of Commons

House of Commons Members' Salaries Etc.

1 Expenditure on Members' pay and allowances is borne on Vote 4 of Class XVIII and includes Exchequer contributions to Members' pensions and financial assistance to Opposition Parties.

2 The provision for pay takes account of decisions made by the House and that for financial assistance to Opposition Parties reflects increases authorised by the House in November 1993 and May 1999.

3 The application of performance indicators to the membership of the Legislative Assembly is inappropriate unless the Assembly decides otherwise.

House of Commons Administrative Expenditure

4 Expenditure on administrative expenditure including staff salaries, printing, broadcasting, stationery, security, catering services, accommodation costs, including capital works, maintenance and utilities, and other non-accommodation costs is borne on Vote 1 of Class XVIII, A. This expenditure was previously borne separately on Class XVIII, A Vote 1; House of Commons: Administration Vote and Class XVIII, A Vote 2; House of Commons: Works Services Vote.

5 Expenditure on this Vote includes a grant in aid to the History of Parliament Trust.

6 More information on Vote 1 of Class XVIII, A can be found in the Annual Report of the House of Commons Commission published in the summer of each year.

Report of the National Audit Office

National Audit Office



1 The National Audit Office (NAO) provides independent assurance, information and advice to Parliament on the proper accounting for central government expenditure, revenue and assets, including compliance with laws and regulations (financial audit), and the economy, efficiency and effectiveness with which central government resources have been used (value for money). The NAO also audits a wide range of other public and international accounts, the costs of which are recovered through audit fees.

2 This requires the consistent application of the highest professional and ethical audit standards, constant improvement of the techniques and quality of public sector audit, the clear communication of audit findings through fair and balanced reporting, and the economic, efficient and effective management of the NAO's own work.

3 The NAO's funding is provided through an Estimate which is approved by the Public Accounts Commission of the House of Commons and is presented to Parliament at the same time as the Treasury's Main Estimates.

4 The NAO also prepares a Corporate Plan that looks five years ahead and is presented to the Public Accounts Commission in advance of the annual Estimate. This includes comprehensive and detailed information on aims, objectives and performance. In addition, the Office publishes an Annual Report that sets out the NAO's main activities and achievements from the previous financial year. The main highlights from the 1999 Annual Report are:

- Savings resulting from the work of the NAO have amounted to some £1.2 billion over the last three years;
- Savings target of £8 for every £1 spent on running the Office set for 1999-2000;
- £600 billion of government expenditure and revenue, split between 620 accounts, audited in 1998-99;
- 52 value for money reports produced;
- Special emphasis placed on Performance measurement; Service to the citizen and the Private Finance Initiative;
- NAO appointed to audit new bodies including Legal Services Commission, Food Standards Agency and 25 Education Action Zones;
- NAO designated as a body to whom Whistleblowers can turn under the Public Interest Disclosure Act 1998;
- C&AG appointed Chairman of the newly created Audit Advisory Group of the World Bank; and

- Public Audit Forum, created to promote further links between all UK public auditors, issued papers on the Principles of Public Audit and Modernising Government.

5 Over the period 2000-01 to 2001-02, the NAO is forecasting a significant increase in its workload. This includes:

- Government initiatives, including the wide-ranging issues arising from the Modernising Government initiative; the need to continue to make a positive contribution to the introduction of resource accounting; and the increasing audit responsibilities arising from the expansion of the Government's expenditure programme;
- Government restructuring and other additional audits, including the establishment of a range of new or re-constituted bodies and the decision to develop a consolidated set of financial statements for the public sector as a whole; and
- Public and parliamentary expectations of the National Audit Office are forecast to rise because of an expected increase in the volume of correspondence from the public, Members of Parliament and whistle-blowers.

Efficiency and Value for Money

6 The NAO started early in the drive for efficiency savings in the public sector. Over the last decade, the NAO's workload has increased by over 25 per cent while the net costs have gone up by around 11 per cent in real terms. At the same time, the Office has had to compete with the private sector for the high quality professionals needed to provide the level of service that Parliament has come to expect. In recent years the Office's workload has increased substantially with the introduction of resource accounting, the Modernising Government initiative, the Private Finance Initiative and Government departments' decentralising and restructuring.

7 The NAO's Corporate Plan for 1999 which sets out the Office's formal medium term strategy was approved by the Public Accounts Commission in July 1999. Although the Plan intends to continue the efficiency programme which has already secured substantial gains in recent years, external factors (see paragraph 6 above) over which the NAO does not have control, now point to the need for a real terms increase in costs for 2000-2001. The NAO's Estimate for 2000-01 was discussed and approved by the Public Accounts Commission in December 1999; at £44.7 million (net) it is 0.7% higher in real terms than in 1999-2000.

8 The NAO ensures the quality of its work through programmes of quality assurance involving internal and external reviews. It also tests the quality and costs of its work by contracting out a range of its activities (for

example, in 1998-99 about 27 per cent of the NAO's central support activities were sub-contracted to the private sector).

Impact

9 The NAO's financial audit provides Parliament with assurance that the accounts examined comply with appropriate accounting requirements and principles, that the figures contained in the accounts are properly stated and that the funds provided have been spent for the purposes intended by Parliament. The Office is also able to help departments achieve significant improvements in financial management and accountability by working with professional bodies, the Treasury and those audited.

10 On behalf of the Comptroller and Auditor General, the NAO examines the economy, efficiency and effectiveness with which selected bodies have used their resources. These value for money examinations and the resulting reports stimulate departments to provide better value for money, although the impact of this cannot always be quantified in monetary terms. The Office can, however, measure many of the improvements to procedures made by audited bodies as a result of these reports and the subsequent action prompted by the Public Accounts Committee.

11 Over the last three years the work of the Office has led to savings of some £1.2 billion. In recent years the NAO has consistently exceeded its target of achieving savings of seven times its net costs. In 1999 the target was increased to £8 for every £1 spent.

Modernising Government

12 The NAO's response to the Modernising Government agenda has been wide-ranging and has included: a statement by the Public Audit Forum, chaired by the NAO; an NAO booklet setting out the supportive approach and which was sent to the Prime Minister and all Accounting Officers; a series of value for money reports on modernising government themes; the establishment of an NAO Modernising Government Expert Panel, which includes representatives from the Cabinet Office, academia and the Audit Commission; and new training for staff on how to evaluate modernising government implementation.

13 In terms of its financial audit the NAO has carefully reviewed the methodology needed to ensure its procedures are effective in context of an e-commerce environment. All audit staff are aware of the strengths and vulnerabilities of electronically held data with no paper trail, and work is ongoing on developing specific audit guidance manuals. All audit staff are required to undertake computer audit training.

Payment Performance

14 The NAO is committed to complying with the CBI prompt payment code. The NAO's policy is to pay bills in accordance with contractual conditions, or within 30 days of receipt of goods and services or the presentation of a valid invoice, whichever is the later. The NAO settled over 90 per cent of all suppliers' invoices in 1998-99 within either agreed contractual provisions or 30 days of the date of presentation of a valid invoice. Complaints about failure to pay on time are investigated immediately, and, if the complaint is found to be justified the NAO will make immediate payment of the amount due.

The Environment

15 The NAO is conscious of the need to support the Government in its efforts to ensure that environmental costs and benefits are taken into account by public bodies. Within the NAO, environmental issues are activity considered when major purchases take place and a system has been established for the recycling of paper, glass and metal cans.

16 The NAO acknowledges that there are benefits to be gained by introducing an Environmental Management System and obtaining ISO 14001 accreditation. Together these will enable the introduction of sound environmental disciplines and demonstrate commitment to a continual improvement in environmental performance. With a view to having an Environmental Management system in place by early 2001, the NAO therefore plans to carry out an assessment of its environmental status in early 2000 to:

- identify and evaluate the potential environmental impacts affecting the NAO;
- review existing management procedures;
- confirm whether or not the NAO complies with current legislative and regulatory requirements; and
- define and prioritise objectives and targets.

Equal Opportunities

17 The NAO is an equal opportunities employer. Positive action has been taken since 1995 to encourage more women and ethnic minorities to apply for graduate trainee posts. The percentage of female graduates recruited in 1999 was 41% compared with 34 % two years ago and the percentage of graduate trainees from ethnic minority backgrounds recruited in 1999 was 16% compared with 15% two years ago.

18 Since 1 January 1996, one out of eight senior posts (Grade 3 equivalent and above) has been held by a woman. Currently, 21% of staff in post at Grade 7 and above are women; and for the Office as a whole, the

overall representation is approximately one third female, two thirds male. Our overall representation of ethnic minorities (12%) compares well with the general population.

19 We regularly monitor all equal opportunities policies and give an equal opportunities policy booklet to all staff. We are active in encouraging equality of opportunity and are introducing a number of new measures to encourage the development of members of all minority groups. It is our intention that the National Audit Office should have a profile that is representative of the society it serves.

Recruitment

20 The NAO addresses its staffing needs in a variety of ways, including the recruitment of trainees to its graduate training programme; the direct recruitment of qualified accountants and other professional staff; and the flexible use of agency staff and inward secondees. The Office also contracts in private sector audit staff to help meet particular peaks of work.

21 The NAO employs a rigorous approach to the marketing of its vacancies and to the assessment and selection of candidates to ensure that recruitment is carried out on the basis of fair and open competition. Its procedures include:

- use of assessment centres for graduate and qualified staff recruitment;
- training courses for staff involved in assessment and selection;
- representation of women and ethnic minority staff on interview panels;
- ensuring recruitment advertisements highlight the Office's approach to equal opportunities;
- placing advertisements in the specialist minority press;
- monitoring recruitment processes to ensure compliance with fair and open competition;
- ensuring that all recruitment agencies used by the Office comply with its stated policy on equal opportunities.

Certain posts within the NAO are restricted to UK nationals since the Office is a prescribed body for the purposes of s.75(5) of the Race Relations Act 1976.

Investors in People

22 In October 1999, the NAO achieved recognition as an Investor in People, some three months earlier than its original target. The 1996 White Paper *Development and Training for Civil Servants: A Framework for Action* set the target that all civil service departments and agencies should achieve

Investors in People status by the year 2000. As the external auditor of central government bodies, the Comptroller and Auditor General believed it was entirely appropriate to set the same demanding target for the NAO.

23 The Investors in People assessors were particularly impressed by the level of commitment to training and development in the Office. They were very pleased that the Office has recognised the need to develop skills, change attitudes and bring in fresh ideas and noted the considerable progress made over the last few years. The NAO now plans to develop these aspects even further in the new Millennium

Senior Staff Salaries

24 The NAO has a Management Board which consists of the Comptroller and Auditor General, Deputy Comptroller and Auditor General, seven Assistant Auditor Generals, and the Director of Corporate Policy. The following table (Table A) shows the salary bands of the NAO Management Board as at 1 April 1999. It does not include the salary of the Comptroller & Auditor General who, as an officer of the House of Commons, receives his salary from the Consolidated Fund.

Salary Range	Number of Staff
£55,000 - £59,999	-
£60,000 - £64,999	1
£65,000 - £69,999	-
£70,000 - £74,999	1
£75,000 - £79,999	1
£80,000 - £84,999	2
£85,000 - £89,999	2
£90,000 - £94,999	1
£95,000 - £99,999	-
£100,000 - £104,999	-
£105,000 - £109,999	1

Capital Assets

25 The NAO's main capital asset is its headquarters building in Buckingham Palace Road, London SW1. This is held on a 130 year lease from Railtrack plc at a peppercorn rent. The net book value of the Office's land, buildings and other assets, mainly office and computer equipment and furniture, was £15.25 million at 31 March 1999.

Bibliography

NAO Annual Report 1999 NAO, July 1999

This report outlines the main features of NAO work and the results achieved. It summarises the use of resources in 1998-99, including the 1998-99 Accounts.

Electoral Commission

Electoral Commission

1 The Committee on Standards in Public Life under Lord Neill published in October 1998 a report (Cm 4057) on the funding of political parties. To supervise the recommended restrictions on spending by and donations to the political parties the Committee proposed the establishment of an independent Electoral Commission. The Government's response to the Neill Committee report set out in a White Paper published in July 1999 (Cm 4413) accepted that recommendation.

2 The Political Parties, Elections and Referendums Bill which sets out legislative proposals for giving effect to the Neill Committee's recommendations was introduced into the House of Commons on 20 December 1999.

3 The Bill provides for the establishment of an Electoral Commission and sets out its general powers and functions including the registration of political parties, the scrutiny of political parties' and third parties' income and expenditure and the conduct of referendums. The general functions of the Commission will also include: reporting on particular elections and referendums; the review of electoral law; the provision of guidance in relation to party political broadcasts; and promoting understanding of electoral and political matters. The Bill also provides for the transfer to the Commission of the functions of the four Parliamentary Boundary Commissions and of the Local Government Commission for England and the Local Government Boundary Commission for Wales.

4 This Estimate provides for the Commission's first year of expenditure although no expenditure will be borne on the Vote until after Royal Assent is granted for the above Bill.

