



Departmental Report 2001



Cabinet Office

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Office of the Parliamentary Commissioner for Administration
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This is part of a series of departmental reports and Main Estimates which, accompanied by the document *Public Expenditure: Statistical Analyses 2001-02*, present the Government's expenditure plans for 2001-2004. The plans were published in summary form in the Budget documentation.

How to contact us

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CABINET OFFICE

The Government's Expenditure Plans 2001-02 to 2003-04 and Main Estimates 2001-02

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*Presented to Parliament by the Minister for the Civil Service and
the Chief Secretary to the Treasury, by Command of Her Majesty – May 2001*

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Foreword by the Permanent Secretary, Mavis McDonald

The Cabinet Office sits right at the heart of Government. In addition to its “traditional” role of supporting Cabinet and Cabinet committees, it co-ordinates work on a wide range of cross-cutting issues. It leads on the Modernising Government agenda, which is key to ensuring increasingly responsive and high quality public services, promoting best practice and encouraging excellence. The Cabinet Office also acts as a corporate headquarters for the Civil Service. In particular, it is working with other departments to deliver Sir Richard Wilson’s programme of Civil Service reform. It also provides support to No. 10 and to the Parliamentary Business Managers.

This Report provides a summary of what the Cabinet Office has achieved during 2000-01. It demonstrates that, overall, the Cabinet Office is on track to deliver against its Public Service Agreement targets. It also sets out what we are planning to deliver between 2001-02 and 2003-04.

The Cabinet Office has changed significantly over the last year. I arrived in August 2000, following Brian Bender’s move to the Ministry of Agriculture, Fisheries and Food, and we have taken on new responsibilities in the e-Envoy’s office and Drugs Unit following the outcome of the Spending Review 2000. The Civil Service College has become an integrated part of the Centre for Management and Policy Studies, which has also set up the Policy Studies Directorate.

It has also been a year in which we have taken stock of our performance with a Peer Review. This was published in December and was the second to be completed in a Government department. It reinforced the relevance of the Modernising Government agenda and the key role that the Cabinet Office must play, working in partnership with departments to lead change across the Public Sector.

Mavis McDonald



Rt Hon Marjorie Mowlam MP

Minister for the Cabinet Office, Chancellor of the Duchy of Lancaster

The Rt Hon Marjorie Mowlam MP is responsible for the effective co-ordination and presentation of the Government's policies.

The Minister's responsibilities include:

- overall responsibility for the work of the Cabinet Office, including the Modernising Government agenda, (other than the Cabinet Secretariat and other areas which are under the direct supervision of the Prime Minister);
- co-ordinating the Government's policies on biotechnology and combating drug mis-use;
- discharging, on a day-to-day basis, the responsibilities of the Minister for the Civil Service; and
- as Chancellor of the Duchy of Lancaster, responsibility to Her Majesty the Queen for the general administration of the Duchy.



Lord Falconer of Thoroton QC

Minister of State, Cabinet Office

Lord Falconer of Thoroton QC plays a key role in ensuring greater co-ordination of policies across Government.

The Minister's responsibilities include:

- answering in the House of Lords for the full range of responsibilities of the Minister for the Cabinet Office;
- working with Mo Mowlam on taking forward work on the coherent formulation and implementation of policy across government;
- working with Mo Mowlam on preparation of the Government's Annual Report and on monitoring the overall performance of the Government;
- specific regulatory issues, including transposition of EU directives into UK law;
- sole shareholder, on behalf of the Government, of the New Millennium Experience Company, responsible for the Millennium Dome;
- the work of the Regional Co-ordination Unit (based at the Department of the Environment, Transport and the Regions; and
- with the Minister of State in the Home Office, (the Rt Hon Paul Boateng MP), responsible for the Active Community, a programme to promote and encourage the giving of time to community involvement.



Rt Hon Ian McCartney MP

Minister of State, Cabinet Office

The Rt Hon Ian McCartney MP works with the Minister for the Cabinet Office and Lord Falconer in ensuring the co-ordination of policy across government. He also supports the Minister for the Cabinet Office in taking forward the Modernising Government agenda.

The Minister's responsibilities include:

- the parts of the modernising government agenda dealing with responsiveness and quality of public services and electronic government;
- e-government;
- Cabinet Office Agency: GCDA; COI, including regional network;
- working with Mo Mowlam as required to co-ordinate the anti-drugs policy; and
- co-ordinating the Government's arrangements for the 2002 Commonwealth Games.



Mr Graham Stringer MP

Parliamentary Secretary, Cabinet Office

Mr Graham Stringer's MP principal responsibility within the Cabinet Office is for:

- general issues relating to quangos and public appointments;
- the review of English public sector ombudsmen, and other general issues relating to ombudsmen;
- day-to-day civil service management, and reform of the civil service pension scheme;
- supporting Mo Mowlam on the Centre for Management and Policy Studies programme for junior Ministers;
- general oversight of the policy making and public service workstreams of Modernising Government;
- supporting Mo Mowlam and Ian McCartney in spreading the Modernising Government message to frontline deliverers;
- supporting Mo Mowlam in her representational role on GMOs;
- departmental management, including Ministerial ownership of relevant PSA targets; and
- representing the Cabinet Office as on particular committees, e.g. on Welfare Reform (Welfare Fraud), Work-Life Balance and the Ministerial Science Group, and as Green Minister and Euro Minister.

The Minister also has other duties outside the Cabinet Office relating to regulatory burdens.



Sir Richard Wilson GCB

The Secretary of the Cabinet and Head of the Home Civil Service

As Secretary of the Cabinet, Sir Richard Wilson is responsible for:

- the work of the Secretariats which support the Cabinet and Cabinet Committees (including the Performance and Innovation Unit);
- advice to the Prime Minister and, as appropriate, his Ministerial colleagues on matters to do with the management of the Government collectively including constitutional matters, propriety (including the Committees on Standards in Public Life), the machinery of government, honours and the conduct of government during elections; and
- the co-ordination of the security and intelligence agencies for which he is the Accounting Officer.

As Head of the Civil Service, Sir Richard is responsible for:

- the most senior appointments in the Civil Service; and
- with Mavis McDonald's support, leading the programme of Civil Service reform including the reform of performance pay and pensions.



Mavis McDonald CB

Permanent Secretary, Cabinet Office

As Permanent Secretary of the Cabinet Office, Mavis McDonald is responsible for:

- the management of the Cabinet Office including chairing the Management Board;
- Cabinet Office functions including the Modernising Government agenda, E-government issues, the Social Exclusion Unit, the Drugs Unit, the Regulatory Impact Unit and implementation of the Peer Review; and
- is the Accounting Officer for the Cabinet Office, the resources to support No. 10 and the Principal Civil Service Pension Scheme.

THE CABINET OFFICE MANAGEMENT BOARD CURRENT MEMBERS



Professor Ron Amann
*Director General, Centre
for Management and
Policy Studies*



Suma Chakrabarti
*Head of Economic and
Domestic Affairs
Secretariat*



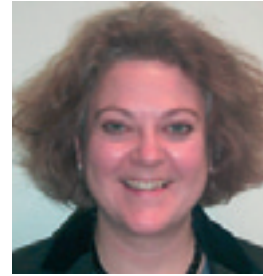
Alice Perkins
*Head of Civil Service
Corporate Management*



Mike Granatt
*Head of Government
Information and
Communication Service*



Jeremy Heywood
*Principal Private
Secretary to the
Prime Minister*



Léonie Austin
*Acting Director of
Communication*



Sonia Phippard
*Director, Central
Secretariat*



Andrew Pinder
e-Envoy



Peter Wardle
*Director, Corporate
Services Group*



Geoff Armstrong CBE
non-executive member



Millie Banerjee
non-executive member



The building illustrated here and on the front cover is the newly refurbished Admiralty Arch situated in The Mall, London SW1A 2WH

AIM, OBJECTIVES AND KEY ACHIEVEMENTS

The aim of the Cabinet Office is:

To ensure that the Government delivers its priorities

- 1.1** The Cabinet Office, together with No. 10 and the Treasury, is at the heart of Government. It provides services to Ministers, the Cabinet and the Prime Minister. It co-ordinates work on cross-cutting issues. It acts as a corporate headquarters for the Civil Service, providing services, advice and guidance for other departments and to the wider public.
- 1.2** For 2000-01 the Department identified 3 over-arching objectives¹:
 - I.** To work with No 10, departments and others to secure: excellence in policy making; responsive, high quality public services; and information age government.
 - II.** To lead and support Civil Service reform so as to secure: a more open, diverse and professional Service in which people innovate, create and learn; work in partnership; take more responsibility; and use new technology to deliver high quality results.
 - III.** To deliver efficient and effective services to the Prime Minister, Ministers, Cabinet and Government.
- 1.3** In order to measure progress towards its aim and objectives, the Department set a number of targets for the 3 years 1999-00 to 2001-02. These were set out in our Public Service Agreement (PSA). A number of the targets have already been met, and the majority of the remainder are on course to be met. A full assessment of progress against PSA targets is provided at the end of this section. Section 3 sets out the Department's new PSA and Service Delivery Agreement (SDA) targets announced in the summer which will take us from 2001-02 to 2003-04.

¹ Ministers and the Management Board decided to rationalise the Department's objectives for 2000-01, from the 5 identified under the Comprehensive Spending Review. This provided greater clarity and focus, but did not impact on PSA targets.

MODERNISING GOVERNMENT: PROGRESS

- 1.4** The Modernising Government White Paper was published in March 1999 and is available at <http://www.cabinet-office.gov.uk/moderngov/1999/whitepaper>. It set out the framework for a change programme over ten years. The paper was based around commitments in five key areas: forward-looking policy making; responsive public services; high quality public services; information age government; and valuing public service.
- 1.5** The heart of the programme is about delivering better results, and more responsive and high quality public services that match what people need. There is a focus on users rather than organisational structures; and applying new technology to make government simpler and more accessible. The next few paragraphs detail important Modernising developments for 2000-01. These achievements have been made in partnership with organisations and individuals from across the public sector and beyond.

Forward Looking Policy Making

Cross Cutting Issues

- 1.6** One aspect of better policy making is to ensure that where issues cut across departments, the wider public sector and beyond, that there is an effective and coherent government response. **Significant progress has been made this year in joining-up across Whitehall** – both departments and Ministers. A number of outcomes have been achieved and these will be reflected in ‘home’ department’s reports e.g. progress on rough sleepers and teenage pregnancy, but it is important to recognise the Cabinet Office input.
- 1.7** During 2000-01 the Performance and Innovation Unit completed 8 reports for the Prime Minister. These provided **fresh thinking on key issues facing the Government**. In some cases they led to legislative changes and in others to the agreement of new strategies. Details are provided at the end of this section (PSA Target 1) and in Section 2.
- 1.8** The Social Exclusion Unit published the National Strategy for Neighbourhood Renewal Consultation Document in the spring of 2000. This brought together the findings of the Policy Action Teams (PATs), established to deliver an intensive programme of policy development to address problems faced by poor neighbourhoods. PATs represented **an innovative approach to policy making**. details are provided at the end of this section (PSA Target 2) and in Section 2.
- 1.9** During 2000-01, the UK Anti-Drugs Co-ordination Unit (UKADCU) established a senior interdepartmental officials group, the Strategic Planning Board (SPB), to drive forward the Government’s 10 Year Drugs Strategy and monitor progress against the four key PSA targets which underpin it (see 2.3.9). Pursuing strategies in this way provides **a commitment and capability to tackle long term and intractable problems**.
- 1.10** The Women’s Unit has continued to work with other departments to ensure that **policy developments are inclusive and take into account women’s interests**. In October a second *Voices* survey was published reporting back on the way Government is supporting women.

Better Policy Making

- 1.11** Better policy making is about developing capabilities, and ensuring that the policy makers are able to draw on and learn from best practice. During 2000-01 the Centre for Management and Policy Studies (CMPS) delivered a **ground-breaking programme of joint events for Ministers and senior officials**, covering policy making across government. It also established a **new centre of expertise for government on policy research and evaluation**. Details are provided at the end of this section (PSA Target 8) and in Section 3.
- 1.12** It is incumbent on Government to ensure that in formulating and implementing policy it understands the impact proposals will have on the range of stakeholders it serves e.g. businesses, taxpayers etc. During 2000-01 the Regulatory Impact Unit (RIU) has made a number of advances, marking a **determined effort to reduce the burden of regulation**. Details are provided at the end of this section (PSA Target 7) and in Section 2.

Responsive and High Quality Public Services

- 1.13** Quite reasonably, **people and businesses using public services expect continuous improvement** in terms of their experience of the service, how it is provided and its availability. The Cabinet Office is a key player in improving standards.
- 1.14** During 2000-01 over **70 public sector consumer champions** were appointed, providing a focal point for action and accountability. By the end of the year, the **increasingly customer focused approach of key service providers had led to** extended hours of service in five key public services (**NHS hospitals, GP Surgeries, Local Authorities, Social Services and the UK Passport Agency**).
- 1.15** Targets for public sector use of **quality initiatives** such as Charter Mark and the European Foundation for Quality Management (Excellence Model) were exceeded. These management tools provide a mechanism for measuring existing performance and comparison with other organisations **to support learning and improvement**.
- 1.16** There were further quality tool innovations during 2000-01. 6 learning labs were established as pilot projects, **drawing together front-line service providers** to assess if greater coherence could be achieved through closer working. A new improvement tool was launched involving **departments in Peer Review** of their activity – 7 were conducted during the year. Reviews were carried out by external teams from equivalent organisations, this involved in-depth qualitative assessment. In October, a new **Public Sector Benchmarking service** was launched. Further details are provided in Section 2.

Information Age Government

- 1.17** The use of technology is a means to an end. **In the context of the citizen's interaction with government that end is a better, quicker and more joined-up service**. The Cabinet Office is leading the information age agenda, co-ordinating the efforts of central departments.

- 1.18** During 2000-01 the Department published the e-Government Strategy, this included the Prime Minister's target for electronic service delivery by government of 100% capability by 2005. All departments subsequently published underpinning plans based on commitments they made in their PSAs and SDAs. **By the autumn of 2000, 42% of all government services were online.** This included access to NHS Direct, Companies House and consumer advice.
- 1.19** The **ukonline.gov.uk portal was launched in February 2001** as the principal entry point to online government information and services. The portal had initially gone live to the public as a test site in early December 2000, and user feedback was used to improve the portal prior to the formal launch.
- 1.20** **Information is focused around 'Life Episodes'**, which enable the user to access all the information they need about a particular event without having to understand the workings of government or departmental delivery structures. For the public launch, the initial 4 life episodes – **Moving Home, Going Away, Dealing with Crime, and Having a Baby** – were supplemented by two new episodes – Death and Bereavement and Learning to Drive. A further 6 life episodes are being developed for launch before the end of July 2001, taking the total to 12.
- 1.21** **The Government Gateway, which went live for registration in January 2001, is an IT infrastructure which will connect back-office IT systems in government** departments with web-based entry points such as the ukonline citizen portal. The Gateway will not only enable users to undertake secure electronic transactions, such as paying their tax electronically, but will also allow different legacy systems in different government departments to share information. This means that complex electronic transactions involving many departments at once will be possible for the first time. Once a user has logged in and successfully registered, they will be able to access services from different departments without having to repeat the registration process from scratch again and again.
- 1.22** **Further standardisation across government was achieved**, 46 departments are now connected to the Government Secure Intranet (GSI), an increase during the year of 30.
- 1.23** **The Knowledge Network project went live in October 2000** with an initial group of 12 government departments. This provides an IT infrastructure to support cross-departmental interactive working. The first application is a briefing system, and this will be followed by a system to ensure co-ordinated effort and sharing of information and knowledge on key policy initiatives.



The Rt. Hon. Ian McCartney and Patricia Hewitt, Minister for Small Business and e-Commerce at the Department of Trade and Industry, explore the Knowledge Network (KN) site at the e-Communicators Conference on 1 February 2001



First Annual Report on Civil Service Reform

Civil Service Reform

1.24 In 1999, Sir Richard Wilson, Secretary of the Cabinet and Head of the Home Civil Service, reported to the Prime Minister on the changes needed in the management of the Civil Service to ensure that the Government's programme is delivered effectively. The Civil Service Management Board (CSMB) published its first Annual Report on the reform programme in December 2000.

Leadership

1.25 The Cabinet Office co-ordinated a Civil Service-wide consultation exercise on a statement of vision and values for the Service. This resulted in the CSMB agreeing **new vision and values statements**:

- to make a difference to the success of the country
- to serve with integrity, drive and creativity

Better business planning

1.26 Work led for Civil Service Management Board by Sir Michael Bichard (former Permanent Secretary of the Department for Education and Employment), and by John Dowdy of McKinsey, explored the building blocks of good planning. **Over the year, all the main departments reviewed how their planning systems incorporated these building blocks** to ensure a clear line-of-sight between published PSAs, through departmental and unit plans to individual's personal job plans and objectives.

Sharper performance management

1.27 **Several departments have introduced revisions to their pay and performance management systems** to improve the way they support personal development and incentivise the delivery of results. The Cabinet Office led the design of a new pay and performance management system for the Senior Civil Service, and a major programme of training to support the roll-out of the new approach is now in hand.

Diversity

1.28 By April 2000 all main departments had diversity action plans in place. The Cabinet Office is tracking progress against the targets the Prime Minister set for the proportion of women, people from an ethnic minority background and people with disabilities at Senior Civil Service level. **A good start has been made.**

Bringing in and bringing on talent

- 1.29** **A new electronic marketplace** – the Recruitment Gateway – was established in June 2000, allowing access through the Internet to Civil Service job vacancies. A vacancies website was also set up on the Government Secure Intranet to advertise opportunities for moving between departments. Under the '100 key tasks' initiative, this target was met and 180 key tasks were identified. 115 people were brought in to undertake a variety of projects across the Civil Service, bringing in particular skills in areas such as information technology and project management. 50 tasks are still to be filled.

A better deal for staff

- 1.30** The 'better deal' is about **the expectations that civil servants can have of the Civil Service as an employer**, in terms of a decent pay and pension package, being treated with respect, supported in developing their potential and valued for their contribution. The Service-wide statement is backed up by specific initiatives in departments including health screening, support for flexible working and home-working, and promotion of training opportunities. The Cabinet Office, working with the Civil Service Unions, is developing a more flexible pension scheme, PCSPS 2000, which better meets the needs of employers and staff in the 21st century.

Delivering Public Service Agreement Targets

1.31 The following charts provide a summary of the progress we have made in delivering our PSA commitments.

Innovation in policy making

PSA Target
1

**MET
&
ONGOING**

What we promised

By 1 April 1999, the Performance and Innovation Unit (PIU) will be established and the Unit will complete reports commissioned by the Prime Minister each year

Cabinet Office Objective
1

What we delivered

The PIU was established on time and published 8 reports during its first year. During 2001-02 it has delivered reports on 'Recovering the Proceeds of Crime', 'Counter Revolution: Modernising the Post Office Network', 'Winning the Generation Game', 'Prime Minister's Review of Adoption', 'e.gov: Electronic Government Services for the 21st Century' and 'Rights of Exchange: Social, Health, Environmental and Trade Objectives on the Global Stage'. Joint research with the Home Office on migration was published in January 2001. Each report has led to significant outcomes e.g. changes in legislation.

Visit <http://www.cabinet-office.gov.uk/innovation/2000/pr.htm> for copies of the PIU reports and more information about the unit.

Tackling difficult social issues

PSA Target

2

**MET
&
ONGOING**

What we promised

By December 1999, the Social Exclusion Unit (SEU) 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. Beyond that the SEU will complete reports commissioned by the Prime Minister each year

Cabinet Office
Objective
1

What we delivered

The primary focus for 2000-01 has been the National Strategy for Neighbourhood Renewal. 'Bringing Britain Together' published in 1998, identified the need for a strategy, spanning government and beyond, to respond to the problems of deprived areas. Shortly after, 18 Policy Action Teams (PATs) were established to deliver an intensive programme of policy development. The aim was to develop better and new solutions to difficult and long-standing social problems faced by people in poor neighbourhoods. The teams covered 10 central government departments, bringing in experts from outside and, crucially, involving those with direct experience of living in these areas.

In the spring of 2000, the SEU pulled together the work of the PATs and published the National Strategy for Neighbourhood Renewal Consultation Document A final action plan, that responds to both the extensive consultation exercise and the outcome of the Spending Review, was published in January 2001. The SEU will monitor and evaluate progress, reporting to Ministers. Visit <http://www.cabinet-office.gov.uk/seu/index.htm> for copies of SEU reports.

An inclusive approach to policy making

PSA Target

3

MET
&
ONGOING

What we promised

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 policies by all government departments

Cabinet Office
Objective
1

What we delivered

Progress during 2000-01 includes work with DfEE to produce an action programme on pay and incomes; securing the involvement of HM Treasury in realising potential of women in addressing the productivity gap; and persuading the Small Business Service to develop online business centres for women.

Considering the needs of women and wider society

PSA Target

4

MET
&
ONGOING

What we promised

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

Cabinet Office
Objective
1

What we delivered

Progress includes the *Listen up* report published in April 2000 setting out issues of importance and concern to young women and men; the first ever statistical analysis of women's incomes and *Women's incomes over the lifetime*, published in February 2000; report on protection and safety of women, *Living without fear* published in June 1999; and publications on the *Motherhood Gap*.

Visit <http://www.cabinet-office.gov.uk/womens-unit/index.htm> for copies of the Unit's reports and more information on its work.

Ministerial correspondence

PSA Target

5

NOT
MET

What we promised

The percentage of Ministerial correspondence replied to within 15 days will be 96% in 1999-2000, 97% in 2000-01, and 98% in 2001-02

Cabinet Office
Objective
3

What we delivered

Performance for 1999-2000 was 85% and, although an improvement is anticipated for 2000-01 when data has been analysed, there will be a shortfall against target. Cabinet Office groups did provide 97% of draft replies on time, however, delays have been experienced where we rely on other government departments to provide draft replies.

New measures, including better liaison with other departments, have been put in place and performance is already showing an improvement. SDA targets agreed with HM Treasury for 2001-02 to 2003-04 have taken into account previous performance and process improvements.

Modernising Government

PSA Target

6

MET
&
ONGOING

What we promised

A White Paper on Modernising Government will be published by Spring 1999

Cabinet Office
Objective
1

What we delivered

The Modernising Government White Paper was published in March 1999. It set out the basis for a 10-year change programme. The programme is based around commitments in five key areas: better policy making; responsive public services; high quality public services; information age government; and valuing public service. The heart of the programme is delivering better results, and more responsive and high quality public services that match what people need. There is a focus on users rather than organisational structures, and applying new technology to make government simpler and more accessible.

Modernising Government commitments are now embedded in departments' new Public Service and Service Delivery Agreements for 2001-04.

Better regulation

PSA Target

7

MET +
ONGOING

What we promised

To pursue continuing improvement in government regulation, including by Spring 1999, the Regulatory Impact Unit (RIU) in consultation with departments, will introduce arrangements for the audit and evaluation of better government practice including the preparation of Regulatory Impact Assessments (RIA).

Cabinet Office
Objective
1

What we delivered

During 2000-01 important milestones included progress on the Regulatory Reform Bill which was announced in the Queen's Speech for the 2000-01 Session, and completed its passage through the House of Lords in February 2001. The Public Sector Team was launched, and its work with other departments has resulted in the cutting of red tape and the release of operational time back to the front-line e.g. in the police service and schools. Strengthened guidance *Good Policy Making: A Guide to Regulatory Impact Assessment* was published in August, with greater emphasis on better costs and benefit analysis, followed up by seminars to all regulatory departments. The RIU is establishing indicators to measure departmental performance on RIAs and will also be discussing the basis for a qualitative study of RIAs by the National Audit Office during 2001. Data will be used along with other indicators to establish a baseline of compliance with the RIA process during 2001-02.

A learning organisation

PSA Target

8

MET
&
ONGOING

What we promised

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 its initial targets by April 2001

Cabinet Office
Objective
1/2

What we delivered

Targets for 1999-2000 were met. During 2000-01 a ground-breaking programme of joint events for Ministers and senior officials was delivered, covering policy making across government. A new programme of leadership training and other Modernising Government/ Civil Service Reform focused events were developed and delivered for the first time in November 2000.

Reforming the Civil Service

PSA Target

9

SUBSUMED

What we promised

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

Cabinet Office Objective
2

What we delivered

Now subsumed within the Civil Service Reform programme announced in December 1999. This broadened and deepened activity beyond that captured by the Department's PSA. The first annual report was submitted to the Prime Minister by Sir Richard Wilson in December 2000.

Visit http://www.cabinet-office.gov.uk/civilservice-reform/1999/cs_reform_report.pdf to read Sir Richard Wilson's report.

Reforming the Civil Service

PSA Target

10

MET
&
ONGOING

What we promised

By May 1999, revised versions of the Civil Service Code, Civil Service Management Code and Civil Service Appointment Procedures 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

Cabinet Office Objective
2

What we delivered

Targets for 1999-2000 were met.

Efficient Support Services

PSA Target

11

MET

What we promised

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.

Cabinet Office
Objective
Support Services

What we delivered

Both targets were met.

Property Advisors to the Civil Estate (PACE) transferred to the Office of Government Commerce in HM Treasury with effect from 1 April 2000.

Efficient Support Services

PSA Target

12

**SUBSTANTIALLY
MET**

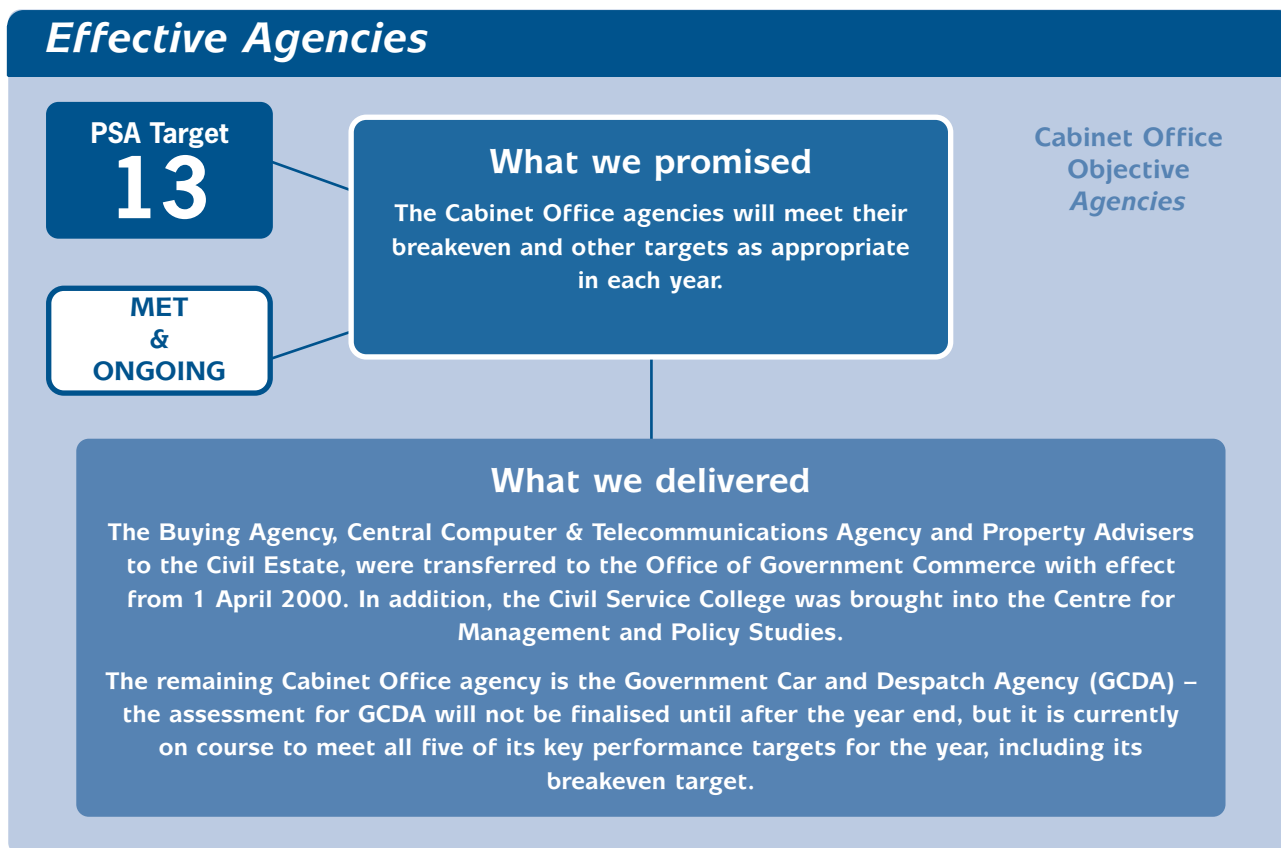
What we promised

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

Cabinet Office
Objective
Support Services

What we delivered

The bulk of SAFE's functions have been transferred to other government departments. The final element, the Special Services Group (about 100 staff) will remain in the Cabinet Office.



What’s happening to these targets beyond 2000-01?

1.32 Of the 13 targets in the 1998 PSA: numbers 1-5 have been incorporated into our SDA; 6-9 will be taken forward through new PSA targets; numbers 10 and 12 are complete; number 11 is now owned by HM Treasury; and number 13 will be captured via the GCDA Agency Report. The Department’s new PSA and SDA reflect an evolution in terms of our target setting. Our new targets are more specific and measurable (see Section 3).

THE CABINET OFFICE GROUPS

Work of the Cabinet Office Groups

2.1.1 There are four core areas of work within the Cabinet Office:

- Cabinet Secretariats;
- Cross-Cutting Issues;
- Public Service Delivery;
- Civil Service Management Matters;

2.1.2 In addition support is provided for the Prime Minister by 10 Downing Street. Support is also provided to the Parliamentary Business Managers.

2.1.3 All areas are supported by centrally provided Communication and Corporate Service functions.

Cabinet Secretariats Expenditure forecast¹ for 2000-01: £13.0m

- 2.2.1** There are 7 Secretariats and although the way in which each operates varies depending on its individual role and responsibilities, their key function is to support and ensure the effective co-ordination, across government departments and agencies, of major domestic, economic, defence, overseas, security, European and constitutional policy issues. This is achieved through both the formal Cabinet Committee machinery, which it services, and other ad-hoc arrangements. The Secretariats also provide timely and informed advice to the Prime Minister and other Ministers on the full range of policy issues.
- 2.2.2** **The Economic and Domestic Affairs Secretariat (EDS)** assists collective decision-making on economic and domestic issues. These are wide-ranging, and include the environment, biotechnology, transport, drugs, health, crime and welfare reform. EDS does this by arranging and supporting Ministerial committees and groups that are responsible for co-ordinating policy and making decisions on these issues, and by producing short studies or options papers where appropriate. It works closely with departments and Number 10 to identify future challenges, provide advance notice of them, and help deliver the Government's priorities. EDS supports the committees that make recommendations on the Government's expenditure plans and its legislative programme.

FUEL AND FLOODS

In September 2000, the EDS helped co-ordinate the Government's response to the fuel protests and serious disruption to services in the UK. EDS supported the Civil Contingencies Committee that met regularly throughout the period. It also helped to set up and support the Fuel Task Force, which brought together Government, the oil industry, the police and trade unions to collaborate on strengthening arrangements for maintaining fuel supplies in the event of subsequent disruption.

In November 2000, Britain was hit by weather causing the worst flooding recorded in over 400 years. EDS co-ordinated the Government's immediate response to the floods by organising the Flood Task Force, drawing together contributions from different departments, and providing advice and support to the chair.

- 2.2.3** **The Defence and Overseas Secretariat's** main role is to ensure the effective co-ordination of the full range of defence, security and foreign policy issues across departments and agencies. It is responsible for the UK's crisis management machinery, including the maintenance of plans and facilities for responding to home and overseas emergencies. During 2000-01 D&O concluded 3 major exercises, which tested national and Departmental crisis management plans, procedures and facilities.

¹ ALL expenditure forecasts in this report include current and capital expenditure and are cash-based.

RESPONSIVE SERVICE

During 2000-01, a number of the Secretariats, in particular the Defence & Overseas Secretariat and the Joint Intelligence Organisation, played a central role in co-ordinating the UK response to a variety of international crises. In support of Ministers, officials from key departments were brought together to manage the United Kingdom's political, military, development and economic response to events in Sierra Leone, Zimbabwe, the Balkans, Iraq, Indonesia, East Timor, Fiji, Afghanistan and North Korea.

- 2.2.4 The European Secretariat** supports the Prime Minister in driving forward the Government's agenda in the European Union. This is achieved by ensuring that for any issue there is an agreed Government policy that is timely, clearly identifies and promotes UK interests, is realistic, and is followed through rapidly and effectively.

INFLUENCING & BUILDING

Last year, much effort went into preparing for the Lisbon European Council in March which mapped out a strategy for making Europe the world's most dynamic knowledge-based economy by 2010. The Head of the European Secretariat, Sir Stephen Wall was the UK's Personal Representative in the inter-government negotiations which concluded in December with a draft Treaty of Nice, designed to prepare the EU for enlargement.

The Secretariat was strengthened during the year with additional capacity to build on work already underway taking forward the Government's Step Change policy. This included developing a number of bilateral initiatives with European partners on economic reform, enlargement, justice and home affairs.

- 2.2.5 The Constitution Secretariat** was set up 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 service collective decision making and co-ordinate interested departments, ensuring cohesion across the programme as a whole. There are currently two policy teams taking forward this work:
- The devolution team assists in the management of the relationship between the UK Government and the devolved administrations, acting as secretariat to the Devolution Policy Committee (DP) and the Joint Ministerial Committee (JMC). The team also acts as the UK side for the British-Irish Council; and
 - The constitutional reform team assists on the other constitutional reform commitments – Incorporation of the European Convention on Human Rights into UK legislation; Freedom of Information and House of Lords Reform. On the House of Lords reform, the Secretariat is acting both as lead policy department, advising the Leader of the House of Lords, and as a conventional secretariat to the Committee.
- 2.2.6** In addition the Secretariat has; a legal team that provides advice on the new legislation in all areas covered by the Secretariat, and on its implementation; the post of Cabinet Office Adviser on Parliamentary Procedure, particularly in support of the President of the Council and the Business Managers advising on issues of parliamentary handling and procedure; and for management purposes looks after four independent offices (see Section 4 for details of 2 Non-Departmental Public Bodies).

- 2.2.7 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. JIC helps inform the policy-making process across Whitehall. The Chairman of JIC is specifically charged with ensuring that the Committee's warning and monitoring role is discharged effectively. He is also Intelligence Co-ordinator, responsible for preparing intelligence requirements for Ministerial approval, and promoting policy developments within the intelligence community. Also reporting to the Intelligence Co-ordinator is the Security Division, responsible for the development and co-ordination of security policy across government.

NEW DRUGS UNIT IN THE JIO

As part of a wider initiative to improve the way in which departments and agencies work together to tackle international drug trafficking, the Prime Minister approved the creation of a new Drugs Unit within the JIO in April this year. The Unit's purpose is to provide top level, strategic intelligence assessments of the impact on the UK of the international drugs trade, drawing on all available information. The Drugs Unit began its work in July and now has four staff on secondment from three different departments. Working closely with a wide range of other departments and agencies, it has already produced a number of useful assessments on different aspects of the heroin and cocaine trades.

- 2.2.8 Central Secretariat** aims to meet the needs of the Secretary of the Cabinet, Ministers and others for advice and guidance on a wide range of issues. These include ministerial responsibilities and accountability; the machinery and operation of government; propriety, standards and ethics issues in relation to Ministers and civil servants, including special advisers; establishment and conduct of public inquiries; policy concerning public appointments and non-departmental public bodies. The Secretariat is the central contact point in Whitehall with respect to the Public Administration Select Committee, the Committee on Standards in Public Life, the Commissioner for Public Appointments, and the Parliamentary Ombudsman. The Secretariat to the independent Intelligence & Security Committee reports for management and resource purposes to the Director of the Central Secretariat.
- 2.2.9** The Secretariat contains the Public Appointments Unit which co-ordinates policy and can help departments to identify potential candidates for particular positions.

PUBLIC APPOINTMENTS UNIT

The work of the Public Appointments Unit has been refocused during 2000-01 to provide central co-ordination of government activity in all aspects of public appointments. During the year, this has involved:

- promoting best practice across departments to ensure consistency of high standards in planning and making appointments;
- co-ordinating appointments made or approved by the Prime Minister;
- maintaining a list of high quality potential candidates on a database accessible on the Government Secure Intranet to nominated individuals in departmental public appointments teams; and
- increased outreach activity to encourage those in under-represented groups, in particular, to apply for appointments.

2.2.10 Ceremonial Branch supports the Prime Minister in the preparation of his Honours Lists and deals with honours policy. 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. The Branch provides advice to the Foreign and Commonwealth Office, Ministry of Defence and other departments, on these matters.

Cross Cutting Issues Expenditure forecast for 2000-01: £18.0m

- 2.3.1** The Department has 4 cross-cutting Units who focus on some of the most significant and complex issues facing Government. Their role is to ensure that where issues cut across various departments, the wider public sector and beyond, that there is an effective and joined-up government response.
- 2.3.2** **Performance & 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 Cabinet Office. 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 and other 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.
- 2.3.3** During 2000-01, PIU completed 8 reports for the Prime Minister, these included: Recovering the proceeds of crime (see case study below); Counter Revolution: Modernising the Post Office Network; Winning the Generation Game; and Rights of Exchange: Social, Health, Environmental and Trade Objectives on the Global Stage.

RECOVERING THE PROCEEDS OF CRIME

The UK has had extensive legal powers to confiscate criminal assets since 1986 and in the last five years, confiscation orders have been raised in an average of only 20 per cent of drugs cases in which they were available, and in a mere 0.3 per cent of other crime cases. Pursuit and recovery of criminal assets in the UK was failing to deliver the intended attack on the proceeds of crime. The Prime Minister commissioned the PIU to look at the financial aspects of crime and what role pursuing the money trail can play in the fight against crime. The report was published in June 2000.

Key Recommendations

- More strategic and joined-up action from all relevant parts of the criminal justice system;
- Better trained and supported law enforcement officers, to pursue complex financial investigations;
- A simpler and more robust legal regime, including extended civil forfeiture powers;
- Greater efforts to stem the laundering of criminal assets;
- Full use of existing taxation powers; and
- New structures and incentive mechanisms to underpin all of these changes.

Outcomes

Plans are in place to establish the National Confiscation Agency and Centre of Excellence in 2001. The Home Office has published a Regulatory Impact Assessment on the measures contained in the report which shows that if just 10 per cent of the estimated amounts are seized that they would still exceed the regulatory compliance cost. An interim Head of Asset Confiscation is being appointed and, together with a new cross-departmental committee, will be responsible for developing the strategy. The EU is currently considering a Second Money Laundering Directive. This will extend the scope of money laundering regulations to include operators outside of the financial professions, including accountants and solicitors who form companies. It will also add to the impetus for police and Customs to investigate money-laundering cases. The Home Secretary will publish the 1st Annual Report on the progress of the Asset Confiscation Strategy in 2001.

- 2.3.4 The Social Exclusion Unit (SEU)** improves action across Government to reduce social exclusion in Britain. It does this by working with those who have first hand experience of the problems, together with departments, the wider public service, the private sector and voluntary groups. It draws extensively on research, external experts, and good practice and seeks to provide fresh thinking. During 2000-01, the primary focus for SEU was Neighbourhood Renewal (see case study below).

A NATIONAL STRATEGY FOR NEIGHBOURHOOD RENEWAL

'Bringing Britain Together', published in 1998, identified the need for a national strategy, spanning government and beyond, to respond to the problems of deprived areas. Shortly after it was published, 18 Policy Action Teams (PATs) were established to deliver an intensive programme of policy development. The aim of this work was to develop better and new solutions to difficult and long standing social problems faced by people living in poor neighbourhoods. The Teams covered 10 central government departments, bringing in experts from outside and, more importantly, involving those with direct experience of living in these areas.

In the autumn, the SEU pulled together the work of the Action Teams and published a framework for the National Strategy for Neighbourhood Renewal, for consultation. A final Action Plan, that responds to both the extensive consultation exercise and the outcome of the Spending Review, was published in January. Delivery of the Strategy will rest with departments, agencies and others, although a new, cross-departmental unit, reporting to the Minister for Regeneration, Local Government the Regions will be established in DETR to lead this. The SEU will also continue to support and oversee implementation following publication of the Action Plan.



National Strategy Action Plan published in January

- 2.3.5.** The Unit also produced a report on Minority Ethnic Issues in Social Exclusion and Neighbourhood Renewal. It began work on the plight of ex-prisoners in September, with a particular focus on reducing re-offending by improving ex-prisoners employment and housing. Finally, the SEU continues to support and oversee the implementation of the recommendations in its previous reports. The Ministerial Network on Social Exclusion, which is chaired by the Minister for the Cabinet Office, scrutinises progress on this.
- 2.3.6 The UK Anti-Drugs Co-ordination Unit's (UKADCU)** purpose is to drive forward the development and delivery of the Government's 10 year Anti-Drugs Strategy – Tackling Drugs to Build a Better Britain. It does this by providing leadership and co-ordination of the work of Government department's and other agencies in developing the Strategy; and working with the Anti-Drugs Co-ordinator and Ministers in monitoring and evaluating progress.
- 2.3.7** UKADCU also administers the new Confiscated Assets Fund (CAF) which allows for assets seized from drug traffickers to be channelled back into anti-drug activity in support of the Strategy. In 2000-01, some £5million CAF money was allocated to support anti-drug initiatives (see case study).

POSITIVE FUTURES

This is a joint initiative between the UKADCU, Sport England and the Youth Justice Board (YJB) which aims to use sport to reduce anti-social behaviour, crime and drug use amongst 10-16 year olds within local neighbourhoods. UKADCU are contributing £500,000, Sport England £350,000 and the YJB £100,000 to fund 24 projects in England. The initiative was launched on 27 March 2000.

The intended outcomes are:

- a reduction in youth offending in the locality of a project;
- a reduction in drug misuse amongst 10-16 year olds participating on the schemes; and
- an increase in regular participation in sport and physical activity by 10-16 year olds.

The initiative will include a number of different activities aimed at engaging young people, at risk, in sport and leisure activities, including outreach work, the provision of sporting programmes based around sport.

All three organisations will work in partnership to use the initiative to 'kick start' other funding resources, either through involving other agencies or organisations formally in the initiative or by attracting other resources. These might include potential grant aid applications, for example to the Sport England Lottery Fund, through sponsorship from the commercial sector or from other government, private or public agencies.



Chief Executive of Sport England, Trevor Brooking attends a 'Positive Futures' event with 10-16 year olds.

PSA: Action Against Illegal Drugs

2.3.8 UKADCU has been building its strength during 2000-01 to ensure it can deliver the recommendations of the recent Spending Review (SR2000). It will proactively drive forward and monitor progress against targets and expenditure under the Strategy's four key aims of: protecting young people from drug misuse; increasing treatment provision; protecting communities from drug related crime; and stifling the availability of drugs. In support of the Strategy's aims the Co-ordinator set 36, one and three year targets across the breadth of the strategy for the period 1998 to 2002. Progress against individual targets during 1999-2000 was reported in the Co-ordinator's second annual report in November 2000. (Available at www.cabinet-office.gov.uk/anti-drugs).

2.3.9 Following SR2000, four shortened, more focused PSA targets were established, based on the four aims of the Strategy and supported by a new cross-cutting Service Delivery Agreement (SDA). The four targets are:

- **Young people:** reduce proportion of people under the age of 25 reporting use of class A drugs by 25% by 2005 and by 50% by 2008.
- **Communities:** reduce levels of repeat offending amongst drug misusing offenders by 25% by 2005 and 50% by 2008.

- **Treatment:** increase participation of problem drug misusers in drug treatment programmes by 66% by 2005 and by 100% by 2008; and
- **Availability:** reduce availability of class A drugs by 25% by 2005 and by 50% by 2008.

2.3.10 The Women's Unit (WU) reports to the Minister for Women, the Rt Hon Baroness Jay of Paddington. Its aim is to ensure that across Government, policy making is improved so as to bring about measurable changes which will improve women's lives and benefit society generally. The Unit draws extensively on research and the findings from on-going consultation with women to establish the issues that matter.

2.3.11 During 2000-01, the WU published a second edition of *Voices*, reporting back on the way Government is supporting women (see case study below). Other important deliverables included the ***Listen Up*** report, in which young girls and boys expressed views across a wide range of issues including gender stereotyping, drugs and racism. In direct response to the girl's concerns about sexist education and career advice, the Unit launched a programme of exciting new work experience opportunities with leading employers in traditionally male dominated industries to help young women broaden their career horizons.



Helen Worth and Baroness Jay supporting Women Unlimited – a jobs and training fair for women organised by the Women's Unit.

VOICES

Having listened to an extensive number of women and heard what they had to say about the concerns and challenges of everyday life, in October 2000 the Government produced a second edition of *Voices*. Reporting back on the way Government is supporting women, this accessible and relevant magazine also provided practical ideas and information that women can use in making genuine choices, which suit themselves. No two lives are the same so *Voices* covered a wide range of subjects from knowing your rights at work to health screening, the opportunities of IT and lifelong learning, all aimed at helping women achieve their full potential.

As the result of a partnership between Government and The National Magazine Company Limited, 60,000 copies of *Voices* were distributed to Good Housekeeping subscribers with their November edition. A further 130,000 copies distributed through libraries, Citizens Advice Bureaux, doctors surgeries, local authorities and available on request from the Women's Unit to individuals and organisations.

Public Service Delivery Expenditure forecast in 2000-01: £52.2m

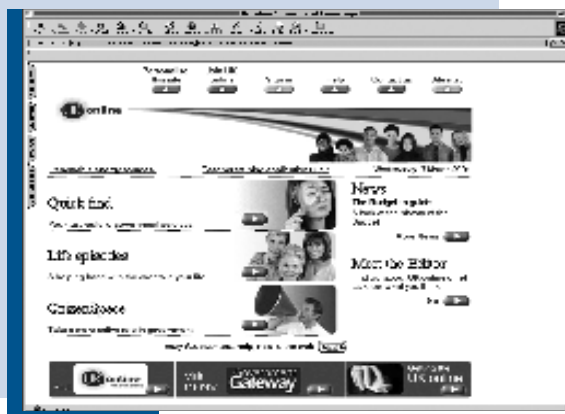
- 2.4.1** The Department has 3 Groups who focus on aspects of service delivery, both across government and the wider public sector. The aim is to ensure that: burdens placed upon the citizen and business are minimised; services are focused on the needs of users rather than the organisation of the providers; services are high quality and continuously improved.
- 2.4.2** **The Office of the E-Envoy** – following the Government's 2000 Spending Review, the responsibilities and strength of the Office have been significantly enhanced. It is now focused on 3 broad strands of activity. **E-Commerce**, for co-ordinating Government and industry action aimed at making the UK the world's best environment for electronic trading by 2002 and achieving universal access to the internet by 2005. **E-Government**, for making the UK Government a global exemplar in its use of the new technologies, and getting all government services online by 2005. **E-Communications** for co-ordinating, developing and improving e-communications across government.
- 2.4.3** In July 2000, the Office of the E-Envoy launched e-StatMap, which provides an up-to-date barometer of UK e-commerce performance. The E-Government Strategy has also been published and includes the Prime Minister's target for electronic service delivery by government of 100% capability by 2005. All departments subsequently published plans based on commitments they made in their PSAs and SDAs. **By the autumn of 2000, 42% of all Government services were online.** This included access to NHS Direct, Companies House and consumer advice.
- 2.4.4** The first 4 UK Online life episodes were available from December 2000. These covered: Moving Home; Having a Baby; Going Away and Dealing with Crime. UK-Online provides the citizen with service focused on their requirements rather than based on the organisation of government departments. This means that rather than, perhaps several enquiries, for common life events, customers can meet their needs through a one-stop shop (see case study).
- 2.4.5** The department led negotiations with local authorities to establish electronic service delivery targets. The Government Gateway was established during 2000-01, providing the technical solution for bringing together various systems operated by government, enabling a seamless front-end. Further standardisation across government was achieved, 46 Departments are now connected to the Government Secure Internet (GSI), an increase during the year of 30.

ukonline.gov.uk PORTAL GOES LIVE

The initial pilot of ukonline.gov.uk went live in December 2000 at <http://www.ukonline.gov.uk>, marking the beginning of a long process to provide a modern, efficient, citizen-centric government.

It will link information on more than 1000 official websites, transforming the relationship between Government and the citizen by cutting hassle and bureaucracy from peoples' lives. Information is organised in a way that helps citizens through key events such as moving house or having a baby, when they may need to contact government. The site is a key part of the wider UK online initiative, launched by the Prime Minister on 11 September 2000. The initiative's threefold aim is to ensure universal access to the internet by 2005, to get all Government services online by that date and to make Britain one of the world's leading knowledge economies. The site, which has been developed in partnership with BT, has several distinctive features:

- The search engine – **Quick Find** – guides users directly to the right information allowing people to cut through the maze of more than 1,000 government websites;
- In the **LifeEpisodes** area of ukonline.gov.uk, information and services are packaged around key points in people's lives. Quite often, information and services connected to a single 'life episode' are delivered by different Government departments, and are not available from one single place. By grouping online services linked to a particular life episode, ukonline.gov.uk aims to make life easier and more straightforward for citizens to deal with Government;
- The **Citizen Space** makes it easy for people to find out about government's plans. This is the single place where people can find out about current issues and contribute to the formulation of new policies on which the public are being invited to have their say;
- You can also personalise ukonline.gov.uk – for example choosing to read the site in Welsh, or get information specifically about how services are delivered in Scotland, Wales and Northern Ireland; and
- Over time and with the support of the Government Gateway, ukonline.gov.uk will evolve into a place where citizens can interact and transact with Government online. This means, for instance, that a citizen will be able to complete an application form online to access the appropriate service from Government. The range of Life Episodes will also be progressively expanded based on customer feedback. In addition, new innovations to ukonline.gov.uk will be added as a result of partnership with government, voluntary and private sector organisations where this has a clear benefit for the citizen, Government and the partnering organisation.



ukonline.gov.uk went live in December 2000

2.4.6 The Regulatory Impact Unit (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.

2.4.7 The Unit also provides support to the Better Regulation Task Force. In the period under review, the Better Regulation Task Force has produced seven substantive reviews (on subjects as diverse as e-commerce to red tape affecting head teachers) and an annual report setting out its achievements to date on its future work programme.

2.4.8 The past year has been busy. Important milestones included progress on the **Regulatory Reform Bill** which was announced in the Queen's Speech for the 2000-01 Session, and completed its passage through the House of Lords on 26th February 2001. The Public Sector Team was launched, and its work with other departments has resulted in the cutting of red tape and the release of operational time back to the front-line e.g. in the police service and schools. Strengthened guidance **Good Policy Making: A Guide to Regulatory Impact Assessment (RIA)** was published in August, with greater emphasis on better costs and benefit analysis, followed up by seminars to all regulatory departments. The RIU is establishing indicators to measure departmental performance on RIAs and will also be discussing the basis for qualitative study of RIAs by the National Audit Office during 2001. Data will be used along with other indicators to establish a baseline of compliance with the RIA process during 2001-02.

CUTTING RED TAPE IN THE PUBLIC SECTOR

The RIU's Public Sector Team was set up to reduce red tape and bureaucracy in the public sector. Their aim is to provide practical solutions that will lead to a significant saving in the amount of time that public sector workers have to spend on paperwork, by simplifying or removing forms from the system, so that they can spend more time on delivering quality services to the public. The Team works with the front line service deliverers and the relevant Government departments to deliver outcomes rather than recommendations. The Team identified four areas where they could make the most impact: police, schools, GPs and local authorities. Their first report, **Making a Difference: Reducing Police Paperwork**, published in April, led to the removal of over 1.2 million forms and saved 187,000 hours of police time. This is the equivalent of 100 extra police officers. In December, the team published **Making a Difference: Reducing School Paperwork**. This lists a number of time-saving measures which will save a typical school 200 hours of paperwork each year.



Graham Stringer, Parliamentary Secretary for the Cabinet Office visiting a school in Liverpool, for the launch of the report, **Making a Difference: Reducing School Paperwork**.

2.4.9 **Modernising Public Services Group (MPS)** is at the heart of the Government's drive to modernise public services. MPS played a major part in the Modernising Government White Paper and is now working to implement it and to influence the modernising agenda overall. The latest phase of the programme – delivery – was celebrated in **Citizens First, the First Modernising Government Annual Report** which brought the programme to life in a magazine-style study of 40 cases.

2.4.10 MPS has four main streams of activity. It seeks to improve the responsiveness of public services e.g. instilling greater consumer focus in central government services. MPS promotes the quality, efficiency and effectiveness of public services e.g. through the Charter Mark Awards Scheme, Central Government Beacon Scheme and the European Foundation for Quality Management's EFQM Excellence Model. It ensures effective performance management mechanisms are in place. MPS also carries forward the agenda set by the Modernising Government White Paper including working with departments and partners across the public sector.



CITIZENS FIRST, the First Modernising Government Annual Report

CONSUMER FOCUS FOR PUBLIC SERVICES

Last year, Ian McCartney announced a new consumer focus for public services initiative, aimed to give consumers a voice at the heart of government. The Modernising Government White Paper said Government would provide responsive public services, which meet the needs of the people who use them. The consumer focus is one of the key ways we are making sure that promise is delivered.

The Modernising Public Services Group successfully launched the initiative in 2000. They ensured that all Government departments and agencies nominated consumer champions: board level officials who have the authority to drive through change and responsibility for ensuring that customers' views are translated into practical improvements; ensuring the changes made to public services have real meaning and impact and that they are part of a long term strategy of improvement. MPS arranged several seminars for consumer champions on key Modernising Government themes such as 24x7 service delivery and joining-up. The outcomes of the seminars have been used to improve service delivery in a number of ways. For example, the Government is committed to providing 24x7 service delivery, where there is a demand. MPS first used the People's Panel to identify where demand was highest, and then worked with consumer champions to deliver that commitment. Five key public services (NHS hospitals, GP Surgeries, Local Authorities, Social Services and the UK Passport Agency) reported good progress in September 2000. Further progress was then outlined in a report in March 2001, ***Open All Hours***.

Civil Service Management Matters Expenditure forecast in 2000-01: £11.5m

- 2.5.1** The corporate centre of the Civil Service comprises three Groups within the Cabinet Office.
- 2.5.2** The **Centre for Management & Policy Studies (CMPS)** helps government to learn better, ensures that the Civil Service is cultivating the right skills and culture, and ensures that policy makers across government have access to the best research, evidence and international experience. CMPS is organised around three main Directorates:



The Civil Service College
at Sunningdale

- Corporate Development and Training Directorate (CDT) is responsible for the corporate development of the present and future leaders of the Civil Service, and for organising high level seminars which bring together Ministers, civil servants and senior figures from outside government (see Joint Policy Seminars case study);
 - The Civil Service College Directorate (CSC) provides training and development for civil servants and their international counterparts. At home, the College's products, which are successful in a competitive market, reflect the Government's underlying "modernisation" agenda. Internationally, the College provides assistance to emerging democracies and transition states; and
 - Policy Studies Directorate (PSD) is the newest area and has been building its strength during 2000-01. It provides a centre of expertise to support excellence in policymaking at all stages. Drawing on the latest developments in knowledge management and experiences in the UK and abroad, PSD actively promotes the best in policy development and review and, in particular, an evidence-based and cross-cutting approach.
- 2.5.3** During 2000-01, CMPS delivered a number of significant initiatives. A ground-breaking programme of joint events for Ministers and senior officials was delivered, covering policy making across government. A new programme of corporate training and development activity and other Modernising Government focused events were developed and launched in November 2000. The first policy making case study, on the Policy Action Team approach used by the Social Exclusion Unit, was completed. A Resource Centre was established in May 2000 to improve access to information and evidence from the UK and around the world. An EU Phare-funded Twinning Project with the Office of Civil Service in Poland and in partnership with the Governments of Denmark and Spain, was successfully launched in September 2000. The Knowledge Network project went live in October 2000.

JOINT POLICY SEMINARS

Emanating from the Modernising Government agenda, a need was identified to develop joint policy seminars, which brought together Ministers, civil servants and others from outside Whitehall. The purpose was to provide an environment to share experience, discuss and learn about the development of policy. The seminars would contribute to improved joined up policymaking on issues, which cut across departmental boundaries. They would focus on practical solutions, emphasising the link between policy development and service delivery.

The first of the seminars was run in March 2000 and by March 2001 there had been 12 seminars in the year, with some 220 Ministerial attendances on CMPS programmes. The satisfaction ratings for these groundbreaking events have been very high and there is no doubt they will continue to play an important role in future years.

2.5.4 The Civil Service Corporate Management team supports the head of the Home Civil Service and the Civil Service Management Board in building a better performing Civil Service through:

- **getting the right people into the top posts** across the Civil Service, supporting the Senior Appointments Selection Committee, the corporate management of the top 600 posts, and the design of pay and performance management systems for the 3,000 people in the Senior Civil Service;
- **managing corporate recruitment activity** – specifically the cross-Service Fast Stream graduate recruitment competition, which has been subject to review against the changing requirements and challenges facing the Civil Service in the 21st Century, and other initiatives to bring-in the talent the Civil Service needs both through open competition for posts and through secondments (see case study);
- implementing, supporting and spreading **best practice in management** – both in personnel and business planning processes – throughout the Civil Service, which covers work to deliver a dramatic improvement in diversity, work to support learning, training and development (92% of civil servants work in organisations recognised as Investors in People), as well as central management of the Principal Civil Service Pension Scheme (see Section 5 Civil Superannuation); and
- driving forward the **Civil Service reform programme** (see 1.24), working closely with the Civil Service Management Board, the eight permanent secretary champions who have been appointed to focus on particular reform themes, colleagues in the Cabinet Office and contacts in departments to drive through the ambitious programme of reforms launched in December 1999.

RECRUITMENT GATEWAY WEBSITE

The Civil Service Recruitment Gateway website – The Cabinet Office is always looking to use IT to improve its services. In June 2000 a recruitment gateway website was launched as part of the work to modernise the Civil Service. This site means that for the first time, a range of jobs from departments and agencies is available from one central point. The site also gives lots of useful information about working in the Civil Service, what the departments and agencies do and links to other useful sites. Why not visit the site at www.civil-service.gov.uk/jobs?

- 2.5.5** During 2000-01, Civil Service Corporate Management devised a new pay and performance management system for the Senior Civil Service, including a new statement of the behaviours sought from senior civil servants (the 'competence framework'), as well as supporting departments in reviewing systems for staff below the Senior Civil Service. The team also conducted reviews of parliamentary pay and pay for special advisers, and issued guidance on non-pay rewards and equality-proofing pay systems.
- 2.5.6** An important function of Civil Service Corporate Management is to collate and disseminate best practice, and manage networks of people across the Civil Service engaged in addressing similar issues. Networks exist for personnel directors, people promoting diversity, people managing interchange and recruitment. Civil Service Corporate Management, working with colleagues in CMPS, arranges events, conferences and seminars to bring people together to address particular topics and make connections – during 2000-01, more than 70 events were held ranging from outreach visits to universities to promote the Civil Service as a career to those presently under represented, to introducing the University for Industry (LearnDirect) an on-line method of learning and gaining qualifications.
- 2.5.7** In addition to providing the secretariat for the Civil Service Management Board, and generating management information on the roll-out of the Civil Service reform programme, Civil Service Corporate Management has also sought to engage people throughout the Civil Service in addressing reform, and identifying what they personally need to do to bring about cultural change. Five large events were held under the Make it Different! banner (see case study); briefing material was generated and disseminated through a network of change agents and internal communicators in departments, and network events were held to address issues such as improving business planning and use of the EFQM excellence model.

MAKE IT DIFFERENT!

The Report launching the Civil Service reform programme in December 1999 promised 'a major conference for civil servants' in May 2000. The event, which took place in Hammersmith, drew in 400 civil servants from all levels and all parts of the Civil Service. The event was designed to engage people at all levels, and connect the headline reform themes with the real day-to-day challenges of improving delivery and service quality. People were not identified by grade, and permanent secretaries mixed with junior staff from local offices to work in groups through the day. The success of this event led to a series being held around the country, in Manchester, Sheffield, Edinburgh and Cardiff, over the rest of the year, recognising that the vast majority of civil servants work outside London, engaged in service delivery and working with the public.



Sir Richard Wilson, Secretary of the Cabinet and Head of the Home Civil Service, and other participants at the Manchester *Make it Different!* event, November 2000.

- 2.5.8** The Minister for the Cabinet Office, Sir Richard Wilson and the Leaders of the Civil Service unions signed a Partnership Agreement on 30 March 2000. The Agreement sets out the way in which the Cabinet Office and the unions will work together on matters needing corporate leadership. Work has progressed on developing marketable qualifications and lifelong learning opportunities within the Civil Service.
- 2.5.9** The **Government Information and Communications Services (GICS)** 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. GICS also provides a media monitoring service.
- 2.5.10** GICS made some notable steps forward during 2000-01, including: a new induction process for new recruits, including at Senior Civil Service level; recruitment competitions are now managed electronically and the GICS "intranet" was launched in January 2001; and a new media stream has been developed in association with the E-Envoy team to ensure corporate standards across government and better career development opportunities in this highly competitive arena.

THE NEWS CO-ORDINATION CENTRE (NCC)

Action by a group of protestors resulting in the September Fuel Crisis led to the setting up of the News Co-ordination Centre in the Cabinet Office. The aim of the Centre, made up of information and administrative volunteers from across Whitehall, was to provide a flow of information to the public, both direct, and through the media.

It did this by co-ordinating Ministerial media bids, and briefing, establishing direct links with the public through a special website and a call-centre, initiating links with CEEFAX and TELETXT, and BBC On-line, and running a hot-line for MPs. It also provided media feedback and transcripts.

Following a subsequent review of the Government's contingency arrangements, carried out by a Home Secretary-led Task Force, it was decided that the NCC should become a central and permanent part of the Central Contingency Committee's (CCC) operation. As such it had the twin tasks of providing media intelligence to the Committee, as well as a flow of information from the CCC to the public. Its functions were widened to include a press office capability.

The NCC was reactivated in a new format at the beginning of November 2000 to meet the demands posed by phase two of the fuel protestors' campaign. It continued in a reduced form to support the Floods Task Force, and its Minister, Elliott Morley, until early December 2000.

The key lesson from the crisis was that the public not just expects, but demands, that Government responds quickly in a crisis, and establishes its position from the outset. People expected it to be seen and heard – and quickly. The NCC has a crucial role in this in providing information flows, and full professional support. For the future, therefore, it plans to train a core 70-80 staff from across Government in crisis management; to develop an incident handling system to improve its operational effectiveness, and to establish a permanent Government emergency website to make it easier for the public to find out who does what in emergencies.

Parliamentary Business Support

Expenditure forecast in 2000-01: £6.7m

- 2.6.1 Leader of the House of Lords, Lord Privy Seal and Minister for Women.**
The team supports Baroness Jay in her dual role of Leader of the House of Lords and Minister for Women. 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.
- 2.6.2** 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.
- 2.6.3 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.
- 2.6.4** The **Office of the Government Chief Whip (House of Commons)** supports the Government Chief Whip. The Chief Whip's functions fall into two main categories: Business Management and Party Management. 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.
- 2.6.5** The **Office of the Government Chief Whip (House of Lords)** supports the Government Whips and the Leader of the House in their delivery of the Governments' Parliamentary programme. It advises Ministers, opposition, backbench peers, Government departments and others on all matters concerning the organisation of business in the House of Lords.



No. 10 Downing Street Expenditure forecast in 2000-01: £11.7m

- 2.7.1** Number 10 provides support and advice to the Prime Minister on the whole range of Government business. No.10 is staffed by a mixture of civil servants and Special Advisers and headed by a Chief of Staff. The Prime Minister's Office works with Cabinet Office to provide central direction for the development and presentation of Government policy.
- 2.7.2** The Prime Minister's Private Office is responsible for organising the Prime Minister's diary and meetings, and for ensuring that he receives timely and effective policy advice and for communicating his decisions. The Policy Unit works with relevant departments to develop policy and also with outside bodies to investigate new and innovative approaches to issues. The Parliamentary Section handles all Parliamentary affairs for the Prime Minister.
- 2.7.3** All the Prime Minister's communications are issued from No.10. The Prime Minister's Official Spokesman heads up the No.10 Press Office which handles day to day contact with the media. Longer-term communications are managed by the Strategic Communications Unit, including the scheduling of the Government's announcements and the No.10 web-site, which was re-launched in February. The Prime Minister's correspondence with the public is handled by the Direct Communications Unit.
- 2.7.4** The Prime Minister's Office manages all visits between the Prime Minister and overseas heads of government. Official tours, receptions at Downing Street and regional and international visits are organised by his staff. Last year Ehud Barak, the Amir of Qatar and the Dalai Lama were among the dignitaries to visit the Prime Minister.
- 2.7.5** The Honours and Appointments sections at No.10 support the Prime Minister in his constitutional role of advising the Queen on honours and Crown appointments, and in those public appointments which he either makes himself or on which his views are sought.
- 2.7.6** The Research and Information Unit provides factual information and briefing material to the whole of No.10. Underpinning all these responsibilities is the administrative support provided by No10 – including the team of Duty Clerks and the Garden Room staff who work a range of shifts to provide a 24 hours a day, 365 days a year service.

Support Services

Expenditure forecast in 2000-01: £59.2m¹

Communication Group

- 2.8.1** 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, two Parliamentary Secretaries, Head of the Home Civil Service and Secretary of the Cabinet, officials from the Departments Policy Divisions on their contacts with the media and on presentation of government policy.
- 2.8.2** 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.
- 2.8.3** 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 a unit to co-ordinate issues around genetic modification of food.
- 2.8.4** Communication Group also has responsibility for internal communication, departmental websites, and advising on publications and publicity.

Corporate Services Group

- 2.8.5** During 2000-01 the Corporate Services Group (CSG) underwent a significant re-structuring in order to refocus on delivery.

Infrastructure

- 2.8.6** Infrastructure Division (IFD) provides a range of non-personnel or financial corporate services and supports functions throughout the whole of the department. Some of the major developments that took place during 2000-01 are outlined below:
- 2.8.7** Following the completion of its assessment against **the European Foundation for Quality Management Excellence Model** in early 2000-01, IFD initiated a programme of action aimed at improving its services. By the end of the year much of this programme was completed and a re-assessment is planned for 2001-02.

¹ Figure includes all departmental overheads eg. accommodation and information technology.

- 2.8.8** During 2000-01, IFD completed its **Better Quality Services review**; the first area of the department to do so. A range of improvements to services, plus financial savings, were identified and an action plan formulated. By the end of the year this plan had either been implemented or, if longer-term action was required, significant progress had been made. As part of the Review's findings, it has been decided that the majority of the accommodation and related Facility Management services that IFD provides will be included in one comprehensive contract. The contract will be placed in 2001-02.
- 2.8.9** A **Health and Safety** Adviser and a Deputy Adviser were recruited in the summer. These were newly created posts, established to ensure that the department and its staff complied with all health and safety requirements. A number of initiatives have been undertaken, including re-establishing the Health and Safety Committee; updating the health and safety policy document; the production of a strategy document marking the way forward, the running of several training courses and the mounting of awareness campaigns.
- 2.8.10** The **IT services** requirement was re-tendered and a new contract placed with a Compaq-led consortium, NOVUS. Under the new arrangement the Cabinet Office IT services partner played a significant role in the development of the department's e-business Strategy and will contribute fully to the implementation of that strategy and Information Age Government in the Department.
- 2.8.11** On the accommodation front, major milestones in the move towards **rationalising the Department's estate** were reached. The main thrust of the strategy is the provision of a "campus" of three inter-connected buildings (Admiralty Arch, Kirkland House and the Ripley Building) which once completed will provide good quality office accommodation for around 800 people. This will allow the disposal of a number of satellite buildings in central London. The refurbishment of Admiralty Arch was completed during June 2000 and provides accommodation for over 400 staff who vacated Government Offices Great George Street (GOGGS) at the end of that month. The refurbishment of an additional building, 35 Great Smith Street was completed in June 2000 and is occupied by around 190 staff, again previously accommodated in GOGGS. The moves to the new accommodation were used as an opportunity to implement an improved telephony service and to provide staff in those buildings with new, modern furniture. The new accommodation project is an important driver for change in the department and a major plank in the modernisation programme.
- 2.8.12** Creating modern office space in a Grade 1 listed building such as the Ripley Building has to be carried out sensitively. Planning consent for the designs for Ripley and Kirkland was received in June 2000 following detailed consultation with Council planning officers, English Heritage and the Commission for Architecture and the Built Environment. Work on the Ripley/Kirkland site began in January and is progressing well. It is intended that these buildings will be completed in summer 2002.

- 2.8.13** Historical and Records Section continued with its work of ensuring that the **department's records** are managed efficiently and in accordance with statutory obligations. The departmental openness unit has been set up to handle applications under the Code of Practice on Access to Government Information and the Data Protection Act 1998 and to prepare the Department for the Freedom of Information legislation which will take effect in 2002. The section has continued to run the **government's official history programme**; the Official Cabinet Committee on Official Histories having met in November 2000 to agree a new tranche of official history topics which will form the basis for the programme for the next decade.
- 2.8.14** During 2000/01 a **sustainable development** awareness raising strategy for staff was prepared, which included a range of measures to help them integrate sustainable development considerations into their day to day duties. During the year: staff celebrated World Environment Day; visits were made to some renewable energy projects; 2 sustainable development seminars were held; articles were published in the staff magazine and work began on establishing a sustainable development website on the department's intranet.
- 2.8.15** 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 taking decisions on the operations of the department's buildings and facilities. The **department's Green Contact** is Stephen Clark (Tel 0207 210 4027); Head of Infrastructure Division and Chair of the Cabinet Office's Environmental Forum.

Personnel

- 2.8.16** **People** – Personnel Division has continued to work to meet the needs and aspirations of managers and staff in the Cabinet Office. Personnel Management Teams have been strengthened so that staff have the skills, knowledge and expertise to meet increasing demands. From 1 April to 30 November 2000, 496 staff joined the Department and 289 left.
- 2.8.17** **Recruitment** – 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.
- 2.8.18** 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 2000 to March 2001 is shown in the Table below.

BAND	TOTAL	FIXED TERM	MALE	FEMALE	DISABLED	ETHNIC MINORITY
C1	16(27)	1	7	9	*	*
C2	4 (49)	0	2	2	0	0
B1	6 (32)	2	3	3	0	*
B2	5 (6)	3	3	2	0	0
A	4 (7)	1	2	2	0	*
SCS	33	6	20	13	0	*
TOTAL	68	13	37	31	*	7

Notes:

*denotes less than 5 so that individuals may not be identified.

Figures in brackets are estimated numbers in post by March 2001.

2.8.19 New Deal – The Cabinet Office signed up to the New Deal initiative in 1998. Our aim was to participate in the initiative as fully as we could and at least in proportion to our share in the labour market. This has been achieved with 13 starts to date. 4 New Dealers are currently in post, and out of the total number 7 have found permanent employment, 3 within the Cabinet Office and 4 externally.

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

SCS Secondment: 1 (female)

Extensions of appointments of up to 12 months up to a maximum of 24 months: 4 (1 male, 3 female)

The table below shows Cabinet Office SCS salaries as at 23 February 2001.

PAY RANGE	TOTAL	MALE	FEMALE	DISABLED	ETHNIC MINORITY
below £40,000	0	0	0	0	0
£40,000 – £44,999	13	5	8	0	0
£45,000 – £49,999	23	14	9	0	0
£50,000 – £54,999	23	16	7	0	0
£55,000 – £59,999	9	5	4	0	0
£60,000 – £64,999	23	14	9	0	0
£65,000 – £69,999	17	12	5	0	0
£70,000 – £74,999	8	6	2	0	0
£75,000 – £79,999	8	6	2	0	0
£80,000 – £84,999	5	5	0	0	0
£85,000 – £89,999	5	5	0	0	0
£90,000 – £94,999	3	1	2	0	0
£95,000 – £99,999	2	2	0	0	0
£100,000 +	11	10	1	0	0
TOTAL	150	101	49	0	0

Re disability and ethnicity figures, there are no disabled SCS staff and fewer than 5 with an ethnic origin other than white.

- 2.8.21 Balance and Diversity** – We have developed policies on life/work balance to tackle a long working hours culture. A web site has been launched in support of this and to improve communication with colleagues. Ranges of recruitment methods have been used to attract a more diverse workforce.
- 2.8.22 Performance Management and Pay** – Like all departments we are reviewing our performance management and pay systems as part of the modernising government agenda. This work also allows us to address issues that came out of our people survey. The project is progressing well and we aim to implement a new performance system and competency framework in April 2001.
- 2.8.23** In the 1999 pay settlement for staff outside of the Senior Civil Service we introduced some key changes on progression and non-consolidated bonuses. We also merged the Civil Service College's pay system into the rest of the Cabinet Office (the College became part of the department again on 1 April 2000). Over the coming years we will introduce further changes to ensure we have pay systems which reflect the strategic needs of the department.

- 2.8.24 Development and Training** – The Department is an Investor in People. Some training and development for the Cabinet Office is provided internally with a range of open programmes, consultancy and bespoke courses for individuals. A total of 663 staff were trained from April 2000 to mid-February 2001 on events delivered by DDT as part of the Departmental Core training programme.
- 2.8.25** Twenty-four top managers completed the 360° programme in the summer of 2000. 360° has now been rolled out to the rest of the SCS via CabWeb. A further twenty-five have now signed up to the programme. Potentially this will leave a further fifty SCS to complete the programme (including the top managers who missed out first time), although those who have completed a similar programme within the last two years will not be required to repeat this immediately.
- 2.8.26** A series of Diversity Awareness workshops were run in the summer of 2000 for the top 80 Cabinet Office managers. These workshops formed the first phase of a diversity training programme for all staff in the Cabinet Office and equipped senior managers to lead the process in their own Units.
- 2.8.27** A second People Survey was run in the autumn of 2000 and included this year staff working in No. 10, the Civil Service College, and the Chief Whips' Offices. A total of 57% of staff responded (an increase of 4% on last year). There was a particular emphasis this year on diversity issues, and survey data is now being used to inform the second phase of the diversity training programme, as well as a range of other work within the Modernising Cabinet Office Action Plan.
- 2.8.28 Exit** – We have ensured that all leavers have been dealt with efficiently and effectively whether it be forwarding the appropriate paperwork to other departments or arranging pre-retirement courses.
- 2.8.29 Welfare** – Our Welfare Service has continued to support individuals in order to give their best in the workplace even in difficult personal circumstances. Working closely with Personnel and line managers, Welfare Services are managed by Personnel Division and offers independent counselling, information and advice to all staff. In addition to the core welfare activities the service also manages and monitors the contract for the Westminster Holiday Playscheme and had, this year, successfully overseen the move of the Cabinet Office site to Admiralty Arch.
- 2.8.30 Information Systems** – The Miranda Personnel database has been updated following responses received during the data verification exercise. Recruitment and Training modules have been added which greatly increases the electronic support available and opens the possibility of extending electronic personnel services to staff elsewhere in Cabinet Office.

HER MAJESTY'S STATIONERY OFFICE (HMSO)

- 2.8.31 Her Majesty's Stationery Office (HMSO)** – as part of the Government's e-strategy agenda HMSO delivers and implements a range of information and publishing services UK wide ensuring that the citizen has access to official information in print and digital media.

- 2.8.32** HMSO oversees the printing and publication of all UK legislation and related official materials in traditional print and via the internet. HMSO's management of Crown copyright is closely linked to the publishing function. 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 Scottish Parliament.
- 2.8.33** A repositioned HMSO takes on a regulatory role for information handling across government as part of the Cross Cutting review of the Knowledge Economy announced in September 2000. It takes the lead in setting up the Government's Information Asset Register and in delivering an online class licensing system for the use of government information. HMSO advises Government departments on all aspects of official publishing. It also controls expenditure relating to the Public Library Subsidy and the supply of Official publications to UK Members of the European Parliament.
- 2.8.34** In addition to those responsibilities and activities described above, the Corporate Services Group is also responsible for the following:
- 2.8.35** **Security Facilities Division** provides central government with: security advice; and physical and electronic security for buildings and other assets including advisory, design, project management and installation services.
- 2.8.36** **Agencies Unit** advises Cabinet Office ministers on the strategies, plans and performance of their executive agencies. The work of the Unit was significantly scaled back during 2000-01, since the transfer of The Buying Agency, Central Computer & Telecommunications Agency and Property Advisers to the Civil Estate, to the Office of Government Commerce (OGC). In addition, the Civil Service College (CSC) was brought into the Centre for Management and Policy Studies (CMPS) with effect from 1 April 2000. The remaining agency – the Government Car and Despatch Agency – is described in section 4.

SPONSORSHIP OF CABINET OFFICE ACTIVITIES

- 2.8.37** Due to the role of the Cabinet Office, and the nature of much of its work, there are only limited opportunities to seek sponsorship or its activities. However, when appropriate opportunities do arise, the department actively encourages sponsorship in accordance with best practice guidelines.
- 2.8.38** Examples of departmental activities in 2000-01, which involved an element of sponsorship, included the TNT Sponsorship Award, which encourages the use of the European Foundation for Quality Management Excellence Model and partnership working throughout the public sector and the "WomenUnlimited" event organised by the Women's Unit which was the first ever Government led Women's Opportunities fair aimed at enabling women to explore their career options. In addition the complimentary Business Women and Work event entitled "Challenge and Opportunity" took place and both of these Women's events were sponsored by Sun Microsystems, the European Social Fund, and Ford, with further departmental revenue raised through the sale of exhibition stands.

TOWARDS THE FUTURE

The Cabinet Office's new PSA and SDA targets (2001-02 to 2003-04).

- 3.1** As the Government recognised at the time of the 1998 CSR, setting targets for central Government was a process that would need to be refined over time. In the 2000 Spending Review, which set new plans for public spending between 2001 to 2004, the Government has further developed PSAs in order to prioritise the goals and reforms it wants to deliver. These targets are set out in the White Paper, "Spending Review 2000: Public Service Agreements 2001-04, (Cm 4808) July 2000", and will be fully reported on in the Spring 2002 departmental reports.
- 3.2** The following charts set out those targets to which the Cabinet Office is committed over the next 3 years and outlines how the Department will ensure delivery.

PSA Target	Better Regulation
<p>1. Ensure that rigorous Regulatory Impact Assessments (RIAs) of proposed regulations are undertaken and, for significant proposals, that the costs are justified by the total economic, social and environmental benefits.</p>	<ul style="list-style-type: none"> • Our Regulatory Impact Unit will use the 2000-01 baseline measure of the extent of departmental compliance with the RIA process and establish this as a basis for a year on year measurable improvement to ensure full compliance by April 2003. This will be achieved through scrutiny of proposals for regulation and discussion with departmental policy makers and Ministers, and with the help of Departmental Regulatory Impact Units. • By March 2002, undertake a further review of the RIA process, drawing on the findings of National Audit Office (NAO) work on effectiveness of the regulatory impact assessments, making recommendations for improvement to the Ministerial panel for Regulatory Accountability for implementation by December 2002.

PSA Target	Better Public Services
<p>2. Ensure key public services have set in place strategies and targets for measuring and responding to users' views.</p>	<ul style="list-style-type: none"> ● Our Modernising Public Services Group will ensure that all departments and agencies have consumer-focused strategies in place by April 2001. We will measure progress against the baseline results from the People's Panel survey to be reported by December 2000 and publish future annual reports showing how public services are meeting consumer targets and improving the quality of the service they provide. ● We will promote the use of initiatives such as Charter Mark, Better Quality Services, the Excellence Model and the Public Sector Benchmarking Service to spread knowledge and best practice.
PSA Target	Information Age Government
<p>3. Ensure departments meet the Prime Minister's target for electronic service delivery by government: 100% capability by 2005.</p>	<ul style="list-style-type: none"> ● All departments and agencies have their own e-business strategies and review these at six-monthly intervals. Strategies focus on transforming service delivery, for the citizen and business community, and reforming 'back-office' functions. We review plans in accordance with the findings of the Knowledge Economy Review. ● Our e-government Group will continue to monitor for electronic service availability, take-up and quality. Findings will be reported to Parliament and put on the Internet each year in May and November. We will support, facilitate and where appropriate challenge progress. ● As part of our overall effort, we will ensure delivery of the recommendations contained in the Performance & Innovation Unit's report on Electronic Service Delivery (visit http://www.cabinet-office.gov.uk/innovation)

PSA Target	Reforming the Civil Service
<p>4. Deliver those aspects of the published Civil Service Reform Programme (CSRP) which are being led by the Cabinet Office including:</p> <ul style="list-style-type: none"> ● new pay systems to sharpen team and individual performance; and ● new development and training packages to extend the skills of staff and enhance their leadership potential. 	<ul style="list-style-type: none"> ● We will work in partnership with departments and agencies to ensure delivery of the CSRP by: setting the framework and expectations; facilitating the sharing of best practice; resolving cross-cutting issues; and, where expectations are not met, challenging delivery directly with departments and through forums such as the Civil Service Management Board. ● We will report progress to the Minister for the Civil Service, and publish an Annual Report. ● By April 2002 80% of departments will have reviewed their pay and performance management systems this will rise to 95% by the following year; first payments under the new arrangements will be made in 2003. In all cases this will involve working in partnership with the recognised trade unions. ● By April 2001 we will introduce a new pay and performance management system for the SCS, with first payments in 2002. ● By 2003-04, using data collected from events and research involving the staff, peers and managers of participants, an assessment of the impact of leadership development programmes will have demonstrated that they have extended the skills of recipients and enhanced their leadership potential.

PSA Target	A diverse Civil Service
<p>5. Ensure that the Civil Service becomes more open and diverse, by achieving by 2004-05 the agreed targets of: 35% Senior Civil Service (SCS) to be women; 25% of top 600 posts to be filled by women; 3.2% of the SCS to be from ethnic minority backgrounds; and 3% of the SCS to be people with disabilities.</p>	<ul style="list-style-type: none"> • Our Civil Service Corporate Management Command will monitor and review progress towards the 2004-05 targets contained in departmental diversity action plans, where appropriate challenging delivery with departments and through forums e.g. the Civil Service Management Board. We will provide departments with guidelines and facilitate the sharing of best practice. We will promote diversity awareness training, influencing departments and Agencies in achieving the target that 100% of Civil Service managers receive diversity awareness training by November 2001. • During 2001-02, we will establish baseline data about the perception of staff of the Civil Service as an employer serious about diversity, and set stretch targets for improvement on retest in 2003-04. Our approach will be informed by analysis of wider labour market trends and international comparisons.
PSA Target	Value for money
<p>6. To achieve a 2.5% saving per year on administrative resources.</p>	<ul style="list-style-type: none"> • To deliver our PSA within our settlement we will have to deliver significant efficiencies while maintaining our effectiveness. • We will achieve this through initiatives such as the Better Quality Services programme. We will also continue to improve our business planning and budgeting system to ensure that resources are deployed efficiently and effectively.

SDA Target	Better Policy Making
<p>7. Ensure that by March 2004 a measurable improvement in policy making across Government has been achieved.</p>	<ul style="list-style-type: none"> ● Our Performance and Innovation Unit, Social Exclusion Unit, Centre for Management & Policy Studies and Women’s Unit will work through Ministerial and official coordinating machinery to improve the government’s performance on cross-cutting issues. In doing so they will draw on the experience and expertise of those outside and inside the public service. ● We will deliver reports and studies commissioned by the Prime Minister, Minister for the Cabinet Office and the Minister for Women. In each case these will lead to tangible outcomes, including at least one of the following: measurable benefits to the citizen or specified group; better service delivery; or improvements for business community/UK Plc. ● By April 2001 we will deliver new electronic tools for cross-Government communication, presentation, policy analysis and development. By March 2003 we will be able to demonstrate a step change in interactive, collaborative, cross-departmental working. ● By December 2003, the ‘knowledge pool’ approach to evidence based policy will have been tested and refined and the use of evidence in the development of policy will have become established and accepted.

SDA Target	The Drugs Strategy
<p>8. Secure successful delivery of the Government's anti-drugs Strategy and targets.</p>	<ul style="list-style-type: none"> ● Our UK Anti-Drugs Co-ordination Unit will agree business planning for the Drugs Strategy with departments (Health, Education & Employment, Home Office and HM Customs & Excise). We will review progress and where necessary challenge delivery, reporting to the Strategic Planning Board at least quarterly and the Ministerial Steering Group at least quarterly. ● Plans will focus on implementation of an effective coordinated prevention programme based on pooling by March 2002 and treatment programme, also based on a pooled budget by March 2002. And, plugging research gaps on the cost effectiveness of the Strategy by February 2002, with resultant recommendations fully implemented by March 2004. ● We will implement a robust system for tracking total anti-drugs related expenditure and outputs by March 2002 and demonstrate that by March 2004 there will have been a 45 % increase in spend on proactive effort on a 2000-01 base.
SDA Target	UK Online
<p>9. Deliver UK-online to provide an interactive personalised and trusted window to all government services.</p>	<ul style="list-style-type: none"> ● By July 2001 our e-government Group will: develop a series (currently 12) of life episodes to enable the citizen to achieve outcomes appropriate to their needs independently of the way in which government organises itself; and introduce local government specific applications and value added transactions. ● By July 2001 establish a baseline for take-up by the citizen of number of registered and returning users. ● By December 2001 we will establish a customer satisfaction baseline for UK Online and draw a comparison through a further survey during 2002-03, which will show a 5% increase in customer satisfaction over the baseline.

SDA Target	Looking after our most valuable assets
<p>10. Ensure departments have in place good health policies and sound management practices so that, by 2005, they can achieve levels of ill health retirement consistent with, or better than, a best quartile target; and, by 2003, they can achieve a civil service average of 7.2 days sickness absence per staff year, or better.</p>	<ul style="list-style-type: none"> ● Our Civil Service Corporate Management Command will monitor and review progress against departmental targets for reducing rates of sickness absence and ill-health retirement, and challenge divergence; and will coordinate the delivery of the action plan implementing the conclusions of the review of ill health retirement. ● We will spread best practice, including lessons learned from Whitehall II and HSE studies. By March 2002 all departments to have in place good occupational health policies and sound management practices. ● Recognise individual entitlements to ill-health retirement where justified following consistent, robust but fair application of PCSPS criteria.

SDA Target	Services to the Prime Minister, Ministers, Cabinet and Government
<p>11. Ensure that services provided are high quality and responsive.</p>	<ul style="list-style-type: none"> ● Work programmes with specific deliverables will be agreed with stakeholders at the outset of each planning year. Units will use a range of methods to gauge achievement including the gathering of information on stakeholder satisfaction. By March 2002 our Secretariat grouping will have used the Excellence Model to establish baseline organisational performance data. This will be used to chart progress at re-assessment by March 2004. ● By March 2004 all Units providing services to the PM, Ministers, Cabinet and Government will have reviewed their operations under the Better Quality Services initiative.

3.3 Targets are important, but there is a richer picture that underpins everything we do. If we don't get the building blocks right then we will not succeed. Just over a year ago we embarked on a change programme. The programme consists of a portfolio of projects, organised around the modernising themes. Taken together implementation of these initiatives will enable the Department to become a more flexible and responsive organisation. The following paragraphs provide an update on our progress during 2000-01.

Modernising the Cabinet Office

3.4 Together with our PSA, SDA and business plans, our values statement provide all our people the framework within which they have the freedom to deliver. The statement is an important cornerstone of our modernising activity.

The Cabinet Office's greatest asset is its people. To achieve our vision, we must work together and take individual responsibility for living these values:	
V <i>aluing diversity</i>	<ul style="list-style-type: none"> • We will listen to, value and respect each other as individuals with a contribution to make
O <i>penness</i>	<ul style="list-style-type: none"> • We will be open, honest and realistic about our goals – celebrating our successes; admitting our mistakes; and learning from both
I <i>nnovation & creativity</i>	<ul style="list-style-type: none"> • We will be innovative and creative, recognising that this means trusting rather than blaming each other and managing risks
C <i>ollaboration</i>	<ul style="list-style-type: none"> • We will work closely together to achieve our goals
E <i>ncouragement & development</i>	<ul style="list-style-type: none"> • We will encourage and support each other so that everyone has the opportunity to develop, progress and reach their full potential
S <i>ervice to customers</i>	<ul style="list-style-type: none"> • We will take pride in our work, striving for excellence and continuously improving the service we deliver to all our customers, internal and external

3.5 To help ensure that the modernisation programme gets carried forward in the Cabinet Office, and to help spread the message, a change “champion” has been appointed for each of the six key themes of Civil Service Reform. Our current champions are:

- Stronger leadership – Susan Atkins
- Better Business Planning – Peter Wardle
- Sharper performance management – Phil Wynn Owen

- Greater diversity – Jonathan Tross
- More open service which brings on talent – Robert Green
- Better deal for staff – Tom McKane

Stronger Leadership

- 3.6** The Cabinet Office was the **second Department to undergo Peer Review**. This is a process whereby the organisation submits itself to be reviewed by appropriate external groups and individuals. The Hon. Jocelyne Bourgon PC, currently President, Canadian Centre for Management Development, led the external team. They focused on how we were carrying forward the Modernising Government programme. It involved an intensive 10-day programme of briefing and in-depth interviews in London last July, encompassing Ministers, the acting Permanent Secretary and officials at all levels of the Cabinet Office. It also took in stakeholders and staff in other Government departments, agencies and regions as well as in local government and the voluntary sector.
- 3.7** The outcome of the Peer Review is published on our web site. In many respects it was very positive, but as a learning organisation we were keen to pick up on those areas where the Review Team thought we should concentrate further effort. This included ensuring that we were properly joined-up with colleagues in the Treasury and No 10, and to audit the requirements we made of other departments. The Peer Review findings will be taken forward through our change programme throughout the coming year. In addition, during 2001-02 members of the Peer Review Team will be assessing the progress we have made.
- 3.8** Other important developments on leadership during 2000-01 included the award of contracts to provide **360° feedback** and **Executive Coaching** to Senior Managers.

Better Business Planning

- 3.9** Our planning and budgeting system was reviewed in 2000, and the planning round for 2001-02 has been sharper as a result. We made a **number of advances**, including:
- Involvement of more of our people in developing Unit plans (an important step, it is vital that people see clearly how they fit in and contribute).
 - Innovative approaches across Management Units e.g. involving customers in development and scrutiny of plans; using service statements to reflect stakeholder input to the process; and development of integrated Unit/individual plans.
 - A prioritised approach to resource allocation, protecting our Public Service and Service Delivery Agreement commitments.
 - Greater external scrutiny e.g. non-executive Directors input.

- 3.10** There is **more to do**. During 2001-02 we will look again at how we define our high-level business areas and objectives. We need to strengthen how we measure what we do. We need to refine our approach to prioritisation. We need to engage still more people in the process. We need to innovate, lessen the burden of the process and improve the quality. Over the coming year we will be subjecting our planning process to external scrutiny.

Sharper Performance Management

- 3.11** During 2000-01 we adopted several of the "Bichard" principles of performance management. There has been a review and widespread consultation about the present system, and plans are in place to implement a **new Performance Management system on 1 April 2001**. Consultation continues on the development of a competency framework for all staff below the Senior Civil Service.

Diversity

- 3.12** The Department can be proud of its achievements in this area, during 2000-01 at the annual **British Diversity Awards**, the Cabinet Office collected the 'Highly Commended' certificate in the category: Best Diversity Practice by a Government Department. The certificate was "in recognition of its efforts to deliver good diversity practice and to serve its community in an inclusive and valued way." We also achieved **"Positive about disabled" accreditation**.
- 3.13** During 2000-01 Phase I of the Diversity Awareness Training was completed, which saw 80 SCS attend events. Phase II of the Programme is underway with a number of our Units participating in prototype training before it is rolled out to the rest of the department. New **networks were launched and supported** during the year, including the Cabinet Office Black and Asian Network (COBAN), the Disability in the Cabinet Office (DisCO), the Women's Network and Part-time Network.
- 3.14** **We know we still have some way to go** to become a really diverse organisation. To help provide focus we continue to work towards stretching targets to improve representation of ethnic minorities, women and disabled people.

Bringing in and Bringing on Talent

- 3.15** During the year the Department launched a mentoring scheme – an open day has been held and 20 partnerships have been established to date. In addition, we will shortly be outlining details of changes to our Job Advertising Scheme.

Better Deal

- 3.16** There have been a range of initiatives during 2000-01 aimed at providing a better deal for staff. On work/life balance, Personnel launched new pages on the Department's intranet in November, which focus on flexible working approaches. We completed a comprehensive review of our common service. This resulted in changes to travel arrangements and the launch of a corporate charge card in September.

- 3.17** In July staff based in Government Offices Great George Street moved into **new accommodation**. Some were re-located in Matthew Parker Street, whilst the large majority were moved to offices in Admiralty Arch and 35 Great Smith Street. Work is underway on Phase II of the Accommodation Project, which involves the refurbishment and fitting out of the Ripley and Kirkland Buildings (collectively called 22 Whitehall).
- 3.18** The next 3 years hold many challenges for the Cabinet Office, continued success in the delivery of our modernising programme will ensure that we are equipped to meet those challenges and make the most of our opportunities.

PROVIDING SERVICES TO CENTRAL GOVERNMENT AND THE WIDER PUBLIC SECTOR

- 4.1** On 1 April 2000, the Buying Agency, Central Computer & Telecommunications Agency and Property Advisers to the Civil Estate transferred to the Office of Government Commerce. In addition, the Civil Service College (CSC) was brought into the Centre for Management and Policy Studies (CMPS) with effect from 1 April 2000. The remaining Cabinet Office agency – the Government Car and Despatch Agency (GCDA) – is described below.

Government Car and Despatch Agency (GCDA)

AIM AND OBJECTIVES

- 4.2** The Agency's aim 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. It achieves this by meeting the following objectives:–
- 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.

KEY PERFORMANCE TARGETS

Target	Values for 2000-1	Performance
FINANCIAL PERFORMANCE		
To achieve break even on an accruals basis		On target
To maintain expenditure and receipts within Voted provision		Target achievable, subject to within future actions
To increase sales revenue per £1 expenditure on direct labour costs to £X.XX	£2.08	Unlikely to achieve target
QUALITY		
To improve customer satisfaction by X% against the outturn of the previous year	2%	Target CSI = 84.7 Independently conducted customer satisfaction survey to be carried out in February 2001
To identify and address causes of dissatisfaction		Causes identified and programme of remedial action developed
ENVIRONMENTAL		
To convert to alternative environmentally friendly fuels XX% of the cars purchased in the year and capable of such conversion	50%	Likely to exceed target

Non-Departmental Public Bodies

- 4.3** There are 12 Non-Departmental Public Bodies (NDPBs) within the Cabinet Office. They are listed below, along with the sponsoring group for each body.
- 4.4** **Advisory Committee on Business Appointments** (associated with Constitution Secretariat). 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 (OACOBA) which advises on casework and administers the Business Appointment Rules for Crown Servants.
- 4.5** **Agriculture Environment Biotechnology Commission** (associated with the Office of Science and Technology in the Department of Trade and Industry). The Commission provides independent strategic advice to Government on developments in biotechnology and the implications for agriculture and the environment. It will look at the broad picture, taking ethical and social issues into account as well as the science.
- 4.6** **Better Regulation Task Force** (associated with Regulatory Impact Unit). The independent Better Regulation Task Force was set up in 1997 to advise the Government on, action which improves the effectiveness and credibility of government regulation by ensuring that it is necessary, fair and affordable and simple to understand and administer, taking particular account of the needs of small businesses and ordinary people. Under the Chairmanship of Lord Haskins, it draws 17 other members from small business, consumer and voluntary groups, trade union and enforcement communities. The Task Force has devised a set of five principles of good regulation, now endorsed by the Prime Minister, which are used by many as the template against which the quality of existing and proposed legislation is judged.
- 4.7** **Sustainable Development Commission** (associated with the Economic and Domestic Secretariat). The Commission advocates sustainable development across all sectors in the UK, reviews progress towards it, and builds consensus on the actions needed if further progress is to be achieved.
- 4.8** **Civil Service Appeal Board** (associated with Civil Service Corporate Management Command) 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 activity. Its Secretariat is provided by Cabinet Office.
- 4.9** **Committee on Standards in Public Life** (associated with Central Secretariat). 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.

- 4.10 House of Lords Appointments Commission** (associated with the Constitution Secretariat). To assist with the transitional phase in reforming the House of Lords, an independent Appointments Commission was established by the Prime Minister to make recommendations to Her Majesty the Queen on non-party political life peerages. The Commission also has the function of vetting all nominations for membership of the House of Lords, including those nominated by the political parties, to ensure the highest standards of propriety.
- 4.11 Political Honours Scrutiny Committee** (associated with the Ceremonial Branch). This Committee scrutinises recommendations for honours for political services put forward by the Prime Minister, and to ensure recipients are 'fit and proper persons' to receive such an honour.
- 4.12 Senior Salaries Review Body** (associated with Civil Service Corporate Management Command) 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 appointments.
- 4.13 Security Commission** (associated with the Joint Intelligence Organisation). 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 last met in 1999.
- 4.14 Security Vetting Appeals Panel** (associated with the Joint Intelligence Organisation). 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 three appeals in 2000.
- 4.15 Women's National Commission** (associated with the Women's Unit). The Women's National Commission was established in 1969 to act as the official independent advisory body on women in Government. Its remit is to 'ensure that, by all possible means, the informed opinion of women is made known to Government.'

CIVIL SUPERANNUATION

INTRODUCTION

5.1 **The Principal Civil Service Pension Scheme (PCSPS)** is among the largest pension schemes in the country. It has:

- 516,000 active members;
- 524,000 pensions in payment to retired members and dependants of deceased members;
- 22,000 members in receipt of ongoing benefits following early departure; and
- 254,000 members with deferred benefits.

Membership is drawn primarily from the Civil Service but also includes some non-departmental public bodies.

MAKING IT WORK

5.2 **Civil Service Pensions Division** manages and develops Civil Service pension and compensation arrangements, sets scheme rules and provides central direction and leadership of those arrangements. The Division:

- monitors scheme administration by employers at the strategic level;
- promotes good practice for effective and efficient administration;
- operates statutory dispute resolution procedures;
- procures pension payroll and other services.

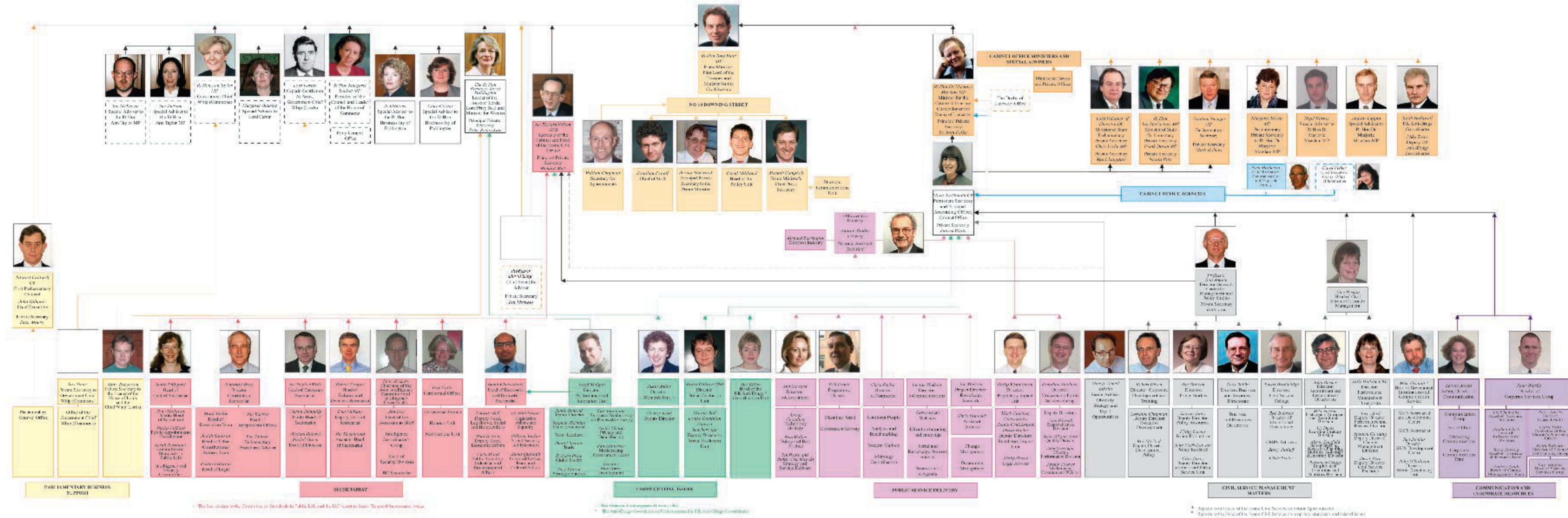
CSP also oversees financial control of the PCSPS and the associated charging arrangements for pension, compensation and central management costs.

PCSPS 2000

- 5.3** In partnership with the Civil Service unions, we have developed a new more flexible pension scheme, PCSPS 2000 which better meets the needs of employers and staff in the 21st century. Our intention is to deliver service-wide arrangements which offer choice. Choice for new entrants will be between improved final salary (defined benefit) arrangements that have the look and feel of good occupational schemes in the private sector, and a good quality money purchase (defined contribution) plan. Increasingly, and for various reasons, some new entrants may prefer defined contribution arrangements. These can be of particular benefit where people expect to change jobs frequently or where they have a history of defined contribution arrangements. Existing staff will have the option of transferring to the improved defined benefit arrangements, with the cost of improved benefits recovered through an increased employee contribution. A major staff consultation exercise was undertaken to check which elements of defined benefit scheme design are valued by staff, and work was undertaken to ensure that thinking mapped well across in support of the wider Civil Service reform agenda.
- 5.4** Alongside this, work is being taken forward on reform of pensions administration. Administration is moving to a 'one-stop shop' basis with the work carried out by appropriately skilled people in one of a small number of competing administration centres in the private and public sectors. Centralised pensions administration will offer better value for money through economies of scale and improved service to members by concentration of staff skills and expertise. The reforms are supported by new software procured by the Cabinet Office. Provision of annual benefit statements to staff will be made possible by the new software.

FINANCIAL REPORTING

- 5.5** **Resource accounting** has been successfully implemented by CSP and the Resource Accounts for 1999-2000 are being published (Cm.5061). These include the Pension Scheme Statement which is new and comprises a number of documents including the Statement of Internal Financial Control, the Managers' report and the Actuary's report. The information contained in the Pension Scheme Statement is more comprehensive and replaces the report and financial information which has usually appeared in previous departmental reports.



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Table 1 Resource Plans Summary Table

Table 1 summarises information on spending plans, accounts and Estimates for Cabinet Office, Security Intelligence Agencies, Civil Superannuation, Central Office of Information, Privy Council Office, House of Commons and Lords, National Audit Office, Electoral Commission, and Office of the Parliamentary Commission and Health Service Commissioners for England. All this information is provided in more detail in Tables 4 to 7.

Cabinet Office							Emillions
	←	outturn	→	←	plans	→	
	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04	
Total Spending in Departmental Expenditure Limits (DEL)							
	1,281	1,352	1,471	1,475	1,456	1,508	
Total Spending in Annual Managed Expenditure (AME)							
Central Government Spending	1,251	1,446	1,191	1,791	1,553	1,602	
<i>of which non-cash AME</i>	-14	83	145	232	189	207	
Consumption – The Resource Budget							
Resource DEL	1,049	1,150	1,216	1,297	1,301	1,342	
Resource AME	1,251	1,446	1,191	1,791	1,553	1,602	
<i>of which</i>							
Programme Spending	1,265	1,363	1,046	1,558	1,364	1,395	
Non-cash items in Resource AME	-14	83	145	232	189	207	
Total Resource Budget	2,300	2,596	2,407	3,087	2,854	2,944	
Adjustment to reach operating costs	1	2	1	-17	-17	-17	
Net Operating Costs	2,301	2,598	2,408	3,071	2,837	2,927	
Adjustment to reach voted total	142	79	243				
NET TOTAL RESOURCES (VOTED)	2,443	2,676	2,705	3,071	2,837	2,927	
Investment – The Capital Budget							
Capital DEL	232	202	255	179	155	165	
Capital AME							
Total Capital Budget	232	202	255	179	155	165	
Adjustment to reach voted capital			-22	-4			
NET CAPITAL EXPENDITURE (VOTED)	232	202	233	174	155	166	
<i>(#) Amounts below £0.5 million are not shown</i>							

Table 2 Departmental Voted Cash Requirement

Table 2 gives information on cash requirements in Estimates for Cabinet Office, Security Intelligence Services, Civil Superannuation, Central Office of Information, Privy Council Office, House of Commons and Lords, National Audit Office, Electoral Commission, and Office of the Parliamentary Commission and Health Service Commissioners for England.

	Emillions					
	←	outturn	→	←	plans	→
	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04
Cabinet Office						
Net Total Resources (Voted)	110	137	138	154	153	152
Net Capital Expenditure (Voted)	19	26	65	22	7	7
Adjust for non-cash transaction	-12	-19	-20	-33	-33	-33
Adjust for movements in working capital	-32	-10				
Adjust for transfers from provision	#	#	#	-1	-1	-1
Excess cash to be CFERed						
Net Cash Required	85	134	182	143	126	126
Security Intelligence Agencies	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04
Net Total Resources (Voted)	614	818	918	1,035	983	1,028
Net Capital Expenditure (Voted)	132	103	117	110	119	134
Adjust for non-cash transaction	-34	-159	-208	-259	-199	-204
Adjust for movements in working capital						
Adjust for transfers from provision						
Excess cash to be CFERed						
Net Cash Required	711	762	827	886	903	958
Cabinet Office: Civil Superannuation	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04
Net Total Resources (Voted)	1,380	1,410	1,259	1,526	1,329	1,360
Net Capital Expenditure (Voted)						
Adjust for non-cash transaction						
Adjust for movements in working capital	10	85	56	41	27	17
Adjust for transfers from provision	90	81	68	57	46	35
Excess cash to be CFERed						
Net Cash Required	1,481	1,577	1,383	1,623	1,402	1,412
Central Office of Information	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04
Net Total Resources (Voted)	1	1	1	1	1	1
Net Capital Expenditure (Voted)						
Adjust for non-cash transaction		#	#	#	#	#
Adjust for movements in working capital						
Adjust for transfers from provision						
Excess cash to be CFERed						
Net Cash Required	1	1	1	1	1	1
Privy Council Office	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04
Net Total Resources (Voted)	2	2	3	3	3	3
Net Capital Expenditure (Voted)						
Adjust for non-cash transaction		#	#	#	#	#
Adjust for movements in working capital		#				
Adjust for transfers from provision		#	#	#		
Excess cash to be CFERed						
Net Cash Required	2	2	3	3	3	3

(#) Amounts below £0.5 million are not shown

Table 2 Departmental Voted Cash Requirement (continued)

	£millions					
	←	outturn	→	←	plans	→
	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04
Office of the Parliamentary Commissioner and Health Service Commissioner for England						
Net Total Resources (Voted)	12	13	15	16	16	17
Net Capital Expenditure (Voted)	1					
Adjust for non-cash transaction	-1	-1	-1	-1	-1	-1
Adjust for movements in working capital						
Adjust for transfers from provision						
Excess cash to be CFERed						
Net Cash Required	12	12	14	15	15	16
Houses of Lords						
	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04
Net Total Resources (Voted)	101	64	69	70	75	78
Net Capital Expenditure (Voted)	3	3	4	5	4	5
Adjust for non-cash transaction	-20	-21	-23	-24	-26	-28
Adjust for movements in working capital	#	#	-1	#	#	#
Adjust for transfers from provision	-40					
Excess cash to be CFERed						
Net Cash Required	44	46	50	51	52	56
Houses of Commons: Members' salaries etc						
	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04
Net Total Resources (Voted)			95	99	102	105
Net Capital Expenditure (Voted)						
Adjust for non-cash transaction						
Adjust for movements in working capital				#	#	#
Adjust for transfers from provision						
Excess cash to be CFERed						
Net Cash Required			95	99	102	105
Houses of Commons: admin						
	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04
Net Total Resources (Voted)	183	188	105	110	116	121
Net Capital Expenditure (Voted)	77	70	46	35	24	18
Adjust for non-cash transaction						
Adjust for movements in working capital						
Adjust for transfers from provision						
Excess cash to be CFERed						
Net Cash Required	260	257	151	145	139	139

Table 2 Departmental Voted Cash Requirement (continued)

	£millions					
		outturn			plans	
National Audit Office	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04
Net Total Resources (Voted)	40	43	46	49	48	49
Net Capital Expenditure (Voted)	1	1	1	1	2	2
Adjust for non-cash transaction		-2	-2	-2		
Adjust for movements in working capital		-2	-1	#		
Adjust for transfers from provision		#	#	#		
Excess cash to be CFERed						
Net Cash Required	41	40	45	48	49	51
Electoral Commission	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04
Net Total Resources (Voted)			2	8	12	13
Net Capital Expenditure (Voted)			1	2	#	#
Adjust for non-cash transaction				#	#	#
Adjust for movements in working capital				#	#	#
Adjust for transfers from provision						
Excess cash to be CFERed						
Net Cash Required			2	9	12	12

(#) Amounts below £0.5 million are not shown

Table 10 Staff Numbers

Cabinet Office, Security and Intelligence Agencies, Civil Superannuation ⁽¹⁾ , Central Office of Information and Privy Council									
						estim. outturn		plans	
	←	←	actual	→	→	←	←	plans	→
Cabinet Office (Gross Control Area)									
	'95-'96	'96-'97	'97-'98	'98-'99	'99-'00	'00-'01	'01-'02	'02-'03	'03-'04
CS FTEs	1,882	1,556	1,486	1,536	1,317	1,421	1,546	1,571	1,562
Overtime	67	57	53	61	78	75	75	75	75
Casuals	82	32	21	29	40	40	33	33	33
TOTAL	2,031	1,645	1,560	1,626	1,435	1,536	1,654	1,679	1,670
Security Facilities Division (Net Control Area)									
CS FTEs	355	983	525	435	402	140	130	130	130
Overtime	50	344	214	161	82	35	35	30	30
Casuals	102	81	31	21	11	1	1	–	–
TOTAL	507	1,408	770	617	495	176	166	160	160
Centre for Management and Policy Studies⁽²⁾ (Gross and Net Control Area)									
CS FTEs	258	241	216	218	218	305	338	346	346
Overtime	2	2	2	2	2	2	2	2	2
Casuals	13	11	11	11	12	9	13	13	13
TOTAL	273	254	229	231	232	316	353	361	361
Government Car and Despatch Agency⁽³⁾ (Net Control Area)									
CS FTEs	0	0	226	233	244	236	249	249	249
Overtime	0	0	65	70	77	73	71	71	71
Casuals	0	0	18	4	2	–	–	–	–
TOTAL	0	0	309	307	323	309	320	320	320
Occupational Health and Safety Agency (Net Control Area)									
CS FTEs	0	39	–	–	–	–	–	–	–
Overtime	0	0	–	–	–	–	–	–	–
Casuals	0	4	–	–	–	–	–	–	–
TOTAL	0	43	0	0	0	0	0	0	0
Recruitment and Assessment Services Agency (Net Control Area)									
CS FTEs	0	52	–	–	–	–	–	–	–
Overtime	0	0	–	–	–	–	–	–	–
Casuals	0	3	–	–	–	–	–	–	–
TOTAL	0	55	0	0	0	0	0	0	0
Chessington Computer Centre HM Stationery Office									
CS FTEs	395	141	–	–	–	–	–	–	–
CS FTEs	2,815	984	–	–	–	–	–	–	–
TOTAL CABINET OFFICE	6,021	4,530	2,868	2,781	2,485	2,337	2,493	2,520	2,511

Table 10 Staff Numbers (continued)

Cabinet Office, Security and Intelligence Agencies, Civil Superannuation ⁽¹⁾ , Central Office of Information and Privy Council									
						estim. outturn		plans	
	←		actual		→		←		→
Security and Intelligence Agencies									
	'95-'96	'96-'97	'97-'98	'98-'99	'99-'00	'00-'01	'01-'02	'02-'03	'03-'04
CS FTEs	9,420	8,582	8,282	8,077	8,091	7,780	7,952	7,973	8,027
Overtime	189	215	232	257	281	257	227	224	221
Casuals	33	36	38	29	43	40	52	8	8
TOTAL	9,642	8,833	8,552	8,363	8,415	8,077	8,231	8,205	8,256
Privy Council Office									
CS FTEs	37	35	33	30	27	38	40	40	40
Overtime	2	2	0	1	2	3	2	2	2
Casuals	1	1	0	0	0	0	0	0	0
TOTAL	40	38	33	31	29	41	42	42	42
Central Office of Information									
CS FTEs	555	497	328	328	356	400	420	420	420
TOTAL MANPOWER	16,258	13,898	11,781	11,503	11,285	10,855	11,186	11,187	11,229

⁽¹⁾ Cabinet Office: Civil Superannuation tables cover programme expenditure only. Manpower provision is included in Cabinet Office figures
⁽²⁾ Centre for Management and Policy Studies was previously known as the Civil Service College
⁽³⁾ GCDA is an executive agency of the Cabinet Office

Table 11 Departmental Expenditure Limits and Annually Managed Expenditure Cash Plans 1995-96 to 2000-01

Table 11 gives information for Cabinet Office, Security Intelligence Agencies, Civil Superannuation, Central Office of Information, Privy Council Office, Houses of Commons and Lords, National Audit Office, Electoral Commission, and Office of the Parliamentary Commission and Health Service Commissioners for England.

Departmental Expenditure Limits						£millions
	←			outturn	→	estimated
	1995-96	1996-97	1997-98	1998-99	1999-00	2000-01
Current Budget						
Voted Expenditure						
Supporting the Prime Minister's Office closely in ensuring the delivery of Government objectives	77	74	74	90	108	120
Security Intelligence Agencies	620	619	581	559	636	670
Civil Superannuation	328	301	91	87	78	68
Central Office of Information	1	6	1	1	1	1
Privy Council Office	2	2	2	2	2	3
Parliament	115	116	127	133	135	144
National Audit Office	37	36	37	40	42	43
Electoral Commission						2
Offices of the Parliamentary Commission and Health Service Commission for England	9	12	12	12	12	14
Non- Voted Expenditure	#	#	#	#		
Capital Budget						
Voted Expenditure						
Supporting the Prime Minister's Office closely in ensuring the delivery of Government objectives	6	8	6	26	23	61
Security Intelligence Agencies	162	123	123	127	124	122
Central Office of Information						
Privy Council Office						
Parliament	39	52	57	83	76	57
National Audit Office		1	1	1	1	1
Electoral Commission						1
Offices of the Parliamentary Commission and Health Service Commission for England	1	1	1	1	1	#
Non- Voted Expenditure			#	#		22
Total Spending in Departmental Expenditure Limit (DEL)	1,397	1,351	1,114	1,163	1,240	1,331
Annually Managed Expenditure						
Current Budget						
Voted Expenditure						
Security Intelligence Agencies	23	25	27	26	30	31
Civil Superannuation	1,151	1,279	1,317	1,299	1,426	1,410
Non- Voted Expenditure	-86	-108	-131	-157	-69	
Total Spending in Annual Managed Expenditure (AME)	1,088	1,196	1,213	1,168	1,387	1,441

(#) Amounts below £0.5 million are not shown

Table 12 Cash to Resource Reconciliations 1998-99 to 2000-01

Table 12 gives information for Cabinet Office, Security Intelligence Agencies, Civil Superannuation, Central Office of Information, Privy Council Office, Houses of Commons and Lords, National Audit Office, Electoral Commission, and Office of the Parliamentary Commission and Health Service Commissioners for England.

Departmental	← outturn →		estimate
	1998-99	1999-00	2000-01
Departmental Expenditure Limits (DEL)			
Current Budget – Cash	925	1,015	1,065
Timing adjustments	32	12	35
Switches from current to capital budget			
Switches from capital to resource budget	3	5	7
Capital charges on the civil estate	4	5	9
Other adjustments	84	1,135	100
Other budgeting changes			
Resource Budget DEL	1,049	1,150	1,216
Capital Budget – Cash	238	225	266
Timing adjustments	-3	-17	-4
Switches from current to capital budget			
Switches from capital to resource budget	-3	-5	-7
Other adjustments		#	
Other budgeting changes			
Capital Budget DEL	232	202	255
Total DEL under cash	1,163	1,240	1,331
Total DEL under RAB	1,281	1,352	1,471
Annually Managed Expenditure			
Current Budget – Cash	1,168	1,387	1,441
Timing adjustments	-19	-3	-18
Other adjustments	102	62	-232
Other budgeting changes			
Resource Budget Departmental AME	1,251	1,446	1,191
Capital Budget – Cash			
Timing adjustments			
Other adjustments			
Other budgeting changes			
Capital Budget Departmental AME under cash			
Total Departmental AME under Cash	1,168	1,387	1,441
Total Departmental AME under RAB	1,251	1,446	1,191

Table 3 Total Capital Employed by Department

Table 3 gives information in separate tables for Cabinet Office, Privy Council Office, House of Commons and Lords, National Audit Office, Electoral Commission, and Office of the Parliamentary Commission and Health Service Commissioners for England.

Cabinet Office						Emillions
	←	outturn	→	←	plans	→
	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04
NET ASSETS/LIABILITIES						
Within the departmental account		139	197	225		
Investment outside accounting boundary						
Total Capital Employed		139	197	225		
<i>(#) Amounts below £0.5 million are not shown</i>						

Table 4 Consumption – analysis of resource budget spending plans

Table 4 gives information in separate tables for Cabinet Office, Security Intelligence Agencies, Civil Superannuation, Central Office of Information, Privy Council Office, House of Commons and Lords, National Audit Office, Electoral Commission, and Office of the Parliamentary Commission and Health Service Commissioners for England.

Cabinet Office Resource Budget							Emillions
Request for Resource	←	outturn	→	←	plans	→	
	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04	
Total Spending in Departmental Expenditure Limits (DEL)							
Request for Resource 1							
Cabinet Office	105	125	124	123	122	122	
Centre for Management and Policy Studies	-2	-1	4	4	3	3	
Government Car Despatch Agency	-2	-2	-1	-1	-1	-1	
Security Facilities Division	#	#	#				
Total Request for Resource 1	101	122	126	125	124	124	
Non-voted expenditure							
CFERS	#	-2					
Departmental Unallocated Provision				17	17	17	
Total DEL	101	120	126	142	141	140	
<i>of which</i>							
Central Government Spending	101	120	126	142	141	140	
<i>of which</i>							
Voted	101	122	126	125	124	124	
Non-voted	#	-2		17	17	17	
Total Spending in Annual Managed Expenditure (AME)							
Request for Resource 1							
Cabinet Office and Corporate IT Strategy	6	14	9	26	26	26	
Security Facilities Division	#	#	#	#	#	#	
Centre for Management and Policy Studies	1	1	1	1	1	1	
Government Car Despatch Agency	1	1	1	1	1	1	
Total Request for Resource 1	9	16	12	29	29	28	
Non-voted expenditure	-1	-2	-1	#			
Total AME	8	14	11	28	29	28	
<i>of which</i>							
Central Government Spending	8	14	11	28	29	28	
<i>of which</i>							
Voted	9	16	12	29	29	28	
Non-voted	-1	-2	-1	#			
<i>of which non-cash items in AME</i>							
Depreciation	4	7	4	19	19	19	
Cost of Capital Charges	3	7	7	9	9	9	
Changes in Provisions and Other Charges	#	#	#	1	1	1	

(#) Amounts below £0.5 million are not shown

Table 5 Investment – analysis of capital budget spending plans

Table 5 gives information in separate tables for Cabinet Office, Security Intelligence Agencies, House of Commons and Lords, National Audit Office, Electoral Commission, and Office of the Parliamentary Commission and Health Service Commissioners for England.

Cabinet Office						Emillions	
Request for Resource	←	outturn	→	←	plans	→	
	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04	
Total Spending in Departmental Expenditure Limits (DEL)							
Request for Resource 1							
Cabinet Office	17	23	32	15	5	5	
Centre for Management and Policy Studies	1	1	1	1	1	1	
Government Car Despatch Agency	1	2	2	1	2	1	
Security Facilities Division		#	#				
Corporate IT Strategy			30	5			
<i>shown in Estimates as Resource Expenditure Outside DEL</i>							
Consolidated Cabinet Office		#	#	#	#	#	
Total RfR 1	19	26	64	22	7	7	
Non-voted							
Departmental unallocated provision			22				
Total DEL	19	26	87	22	7	7	
<i>of which</i>							
Central Government Spending	19	26	87	22	7	7	
<i>of which</i>							
Voted	19	26	64	22	7	7	
Non-voted			22				

(#) Amounts below £0.5 million are not shown

Table 6 Reconciliation of resource expenditure between accounts, Estimates and budgets

Table 6 gives information in separate tables for Cabinet Office, Security Intelligence Agencies, Civil Superannuation, Central Office of Information, House of Commons and Lords, National Audit Office, Electoral Commission, and Office of the Parliamentary Commission and Health Service Commissioners for England.

Cabinet Office				£millions		
	←	outturn	→	←	plans	→
	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04
Net Resource Outturn (Estimates)	110	138	138	154	153	152
<i>Adjustments for:</i>						
Non-voted expenditure in the OCS						
Consolidated Fund Extra Receipts in the OCS	-1	-2				
Provision voted for earlier years						
Other adjustments						
Net Operating Cost (Accounts)	110	136	138	154	153	153
<i>Adjustments for:</i>						
Other Consolidated Fund Extra Receipts						
Full resource consumption of non-departmental public bodies						
Full resource consumption of public corporations						
Capital Grants to the private sector and local authorities						
Gains/Losses from sale of capital assets	#	#				
European Union income and related adjustments						
Voted expenditure outside the budget						
Unallocated resource provision				17	17	17
Other adjustments	-1	-2	-1	#		
Resource Budget Outturn (budget)	109	134	138	171	169	169
of which Departmental Expenditure Limits (DEL)	101	120	126	142	141	140
of which Employment Opportunities Fund expenditure (EOF) (DEL)						
of which Annually Managed Expenditure (AME)	8	14	11	28	29	28

(#) Amounts below £0.5 million are not shown

Table 7 Reconciliation of capital expenditure between accounts, Estimates and budgets

Table 7 gives information in separate tables for Cabinet Office, Security Intelligence Agencies, House of Commons and Lords, National Audit Office, Electoral Commission, and Office of the Parliamentary and Health Service Commissioners for England.

Cabinet Office				Emillions		
	←	outturn	→	←	plans	→
	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04
Net Voted Capital Outturn (Estimates)	19	25	64	22	7	7
<i>Adjustments for:</i>						
Non-voted capital expenditure in accounts						
Provision voted for earlier years						
Other adjustments						
Capital Expenditure in Accounts						
<i>Adjustments for:</i>						
Full capital expenditure by non-departmental public bodies						
Full capital expenditure by public corporations						
Capital Grants to the private sector and local authorities						
Gains/Losses from sale of capital assets	#	#				
Local authority credit approvals						
European Union expenditure						
Unallocated capital provision			22			
Other adjustments						
Capital Budget Outturn (budget)	19	26	87	22	7	7
of which Departmental Expenditure Limits (DEL)	19	26	87	22	7	7
of which Spending in Employment Opportunities Fund (EOF) (DEL)						
of which Annually Managed Expenditure (AME)						
<i>(#) Amounts below £0.5 million are not shown</i>						

Table 9 Administration Costs

Table 9 gives information in separate tables for Cabinet Office, Security Intelligence Agencies, Privy Council Office, National Audit Office.

Cabinet Office							£millions
	←	outturn	→	←	plans	→	
	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04	
Gross administration costs							
Paybill	63	71	83				
Other	93	95	102				
total administration costs	156	166	185	189	188	188	
Related Receipts	-63	-70	-70	-69	-69	-69	
NET EXPENDITURE	93	96	116	120	120	119	
Gross controlled administration cost limits				124			
Administration costs by control area:							
Gross control area							
Cabinet Office	118	118	135	137	135	135	
Centre for Management and Policy Studies			2	4	4	4	
total administration costs	118	118	137	141	140	140	
Net control area							
Centre for Management and Policy Studies							
Gross Expenditure	17	19	23	24	23	23	
Net Expenditure	-2	-1	2		-1	-1	
Government Car and Despatch Agency							
Gross Expenditure	9	10	12	11	12	13	
Net Expenditure	-2	-2	-2	-2	-2	-2	
Security Facilities Division							
Gross Expenditure	12	18	14	13	13	13	
Net Expenditure	#	#					
Outside administration cost limits							
Administrative related costs on fixed asset profit and loss in capital DEL		12					
Non-cash related administrative costs in AME	8	14	11	28	29	28	

(#) Amounts below £0.5 million are not shown

Table 11 Departmental Expenditure Limits and Annually Managed Expenditure Cash Plans 1995-96 to 2000-01

Table 11 gives information for Cabinet Office, Security Intelligence Agencies, Central Office of Information, Privy Council Office, Houses of Commons and Lords, National Audit Office, Electoral Commission, and Office of the Parliamentary Commission and Health Service Commissioners for England.

Cabinet Office Departmental Expenditure Limits						£millions
	←			outturn	→	estimate
	1995-96	1996-97	1997-98	1998-99	1999-00	2000-01
Current Budget						
Voted Expenditure						
Supporting the Prime Minister's Office closely in ensuring the delivery of Government objectives	77	74	74	90	109	120
Non-Voted Expenditure	#	#	#	#		
Capital Budget						
Voted Expenditure						
Supporting the Prime Minister's Office closely in ensuring the delivery of Government objectives	6	8	6	26	23	61
Non-Voted Expenditure			#	#		22
Total Spending in Departmental Expenditure Limit (DEL)	84	81	81	116	131	202

(#) Amounts below £0.5 million are not shown

Table 4 Consumption – analysis of resource budget spending plans

Table 4 gives information in separate tables for Cabinet Office, Security Intelligence Agencies, Civil Superannuation, Central Office of Information, Privy Council Office, House of Commons and Lords, National Audit Office, Electoral Commission, and Office of the Parliamentary Commission and Health Service Commissioners for England.

Security and Intelligence Agencies							£millions
Request for Resource	←	outturn	→	←	plans	→	
	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04	
Total Spending in Departmental Expenditure Limits (DEL)							
Request for Resource 1							
Security and Intelligence administration operations	580	662	711	769	769	809	
Total Request for Resource	580	662	711	769	769	809	
Non-voted expenditure							
Total DEL	580	662	711	769	769	809	
<i>of which</i>							
Central Government Spending	580	662	711	769	769	809	
<i>of which</i>							
Voted	580	662	711	769	769	809	
Non-voted							
Total Spending in Annual Managed Expenditure (AME)							
Request for Resource 1							
Security and Intelligence administration operations	26	29	31	33	35	35	
Security and Intelligence superannuation payments	8	127	176	233	179	184	
Total Request for Resource	34	156	207	266	214	220	
Non-voted expenditure							
Total AME	34	156	207	266	214	220	
<i>of which</i>							
Central Government Spending	34	156	207	266	214	220	
<i>of which</i>							
Voted	34	156	207	266	214	220	
Non-voted							
<i>of which non-cash items in AME</i>	8	127	177	233	179	184	

(#) Amounts below £0.5 million are not shown

Table 5 Investment – analysis of capital budget spending plans

Table 5 gives information in separate tables for Cabinet Office, Security Intelligence Agencies, House of Commons and Lords, National Audit Office, Electoral Commission, and Office of the Parliamentary Commission and Health Service Commissioners for England.

Security and Intelligence Agencies						Emillions
Request for Resource	←	outturn	→	←	plans	→
	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04
Total Spending in Departmental Expenditure Limits (DEL)						
Request for Resource 1						
Security and Intelligence administration operations	132	103	117	110	119	134
<i>shown in Estimates as Resource Expenditure Outside DEL</i>						
Security and Intelligence receipts						
Total DEL	132	103	117	110	119	134
<i>of which</i>						
Central Government Spending	132	103	117	110	119	134
<i>of which</i>						
Voted	132	103	117	110	119	134
Non-voted						
<i>(#) Amounts below £0.5 million are not shown</i>						

Table 6 Reconciliation of resource expenditure between accounts, Estimates and budgets

Table 6 gives information in separate tables for Cabinet Office, Security Intelligence Agencies, Civil Superannuation, Central Office of Information, Privy Council Office, House of Commons and Lords, National Audit Office, Electoral Commission, and Office of the Parliamentary and Health Service Commissioners for England.

Security Intelligence Agencies				Emillions		
	←	outturn	→	←	plans	→
	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04
Net Resource Outturn (Estimates)	614	818	918	1,035	983	1,028
<i>Adjustments for:</i>						
Non-voted expenditure in the OCS						
Consolidated Fund Extra Receipts in the OCS						
Provision voted for earlier years						
Other adjustments						
Net Operating Cost (Accounts)	614	818	918	1,035	983	1,028
<i>Adjustments for:</i>						
Other Consolidated Fund Extra Receipts						
Full resource consumption of non-departmental public bodies						
Full resource consumption of public corporations						
Capital Grants to the private sector and local authorities						
Gains/Losses from sale of capital assets					#	#
European Union income and related adjustments						
Voted expenditure outside the budget						
Unallocated resource provision						
Other adjustments						
Resource Budget Outturn (budget)	614	818	918	1,035	983	1,028
of which Departmental Expenditure Limits (DEL)	580	662	711	769	769	809
of which Employment Opportunities Fund expenditure (EOF) (DEL)						
of which Annually Managed Expenditure (AME)	34	156	207	266	214	220

(#) Amounts below £0.5 million are not shown

Table 7 Reconciliation of capital expenditure between accounts, Estimates and budgets

Table 7 gives information in separate tables for Cabinet Office, Security Intelligence Agencies, House of Commons and Lords, National Audit Office, Electoral Commission, and Office of the Parliamentary and Health Service Commissioners for England.

Security Intelligence Agencies						£millions
	←	outturn	→	←	plans	→
	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04
Net Voted Capital Outturn (Estimates)	132	103	117	110	119	134
<i>Adjustments for:</i>						
Non-voted capital expenditure in accounts						
Provision voted for earlier years						
Other adjustments						
Capital Expenditure in Accounts						
<i>Adjustments for:</i>						
Full capital expenditure by non-departmental public bodies						
Full capital expenditure by public corporations						
Capital Grants to the private sector and local authorities						
Gains/Losses from sale of capital assets					#	#
Local authority credit approvals						
European Union expenditure						
Unallocated capital provision						
Other adjustments						
Capital Budget Outturn (budget)	132	103	117	110	119	134
of which Departmental Expenditure Limits (DEL)	132	103	117	110	119	134
of which Annually Managed Expenditure (AME)						
<i>(#) Amounts below £0.5 million are not shown</i>						

Table 9 Administration Costs

Table 9 gives information in separate tables for Cabinet Office, Security Intelligence Agencies, Privy Council Office, National Audit Office.

Security Intelligence Agencies				£millions		
	←	outturn	→	←	plans	→
	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04
Gross administration costs						
Paybill	284	180	302			
Other	150	477	168			
total administration costs	434	657	469	463	469	503
Related Receipts	-10	-47	-19	-23	-16	-16
NET EXPENDITURE	406	594	433	440	452	486
Gross controlled administration cost limits				424		
Outside administration cost limits						
Non-cash related administrative costs in AME		92	59	71	179	184
<i>(#) Amounts below £0.5 million are not shown</i>						

**Table 11 Departmental Expenditure Limits and Annually Managed Expenditure
Cash Plans 1995-96 to 2000-01**

Table 11 gives information for Cabinet Office, Security Intelligence Agencies, Civil Superannuation, Central Office of Information, Privy Council Office, Houses of Commons and Lords, National Audit Office, Electoral Commission, and Office of the Parliamentary Commission and Health Service Commissioners for England.

Security Intelligence Agencies Departmental Expenditure Limits						£millions
	←			outturn	→	estimate
	1995-96	1996-97	1997-98	1998-99	1999-00	2000-01
Current Budget						
Voted Expenditure						
Security Intelligence Services	620	619	581	559	636	670
non voted expenditure						
Capital Budget						
Voted Expenditure						
Security Intelligence Services	162	123	123	127	124	122
non-Voted Expenditure						
Total Spending in Departmental Expenditure Limit (DEL)	782	742	704	686	761	792
Security Intelligence Agencies Annually Managed Expenditure						
Current Budget						
Voted Expenditure						
Security Intelligence Services	23	25	27	26	30	31
non voted expenditure	-14	-14	-15	-15	-16	
Total Spending in Annual Managed Expenditure (AME)	9	11	13	10	14	31

(#) Amounts below £0.5 million are not shown

Table 4 Consumption – analysis of resource budget spending plans

Table 4 gives information in separate tables for Cabinet Office, Security Intelligence Agencies, Civil Superannuation, Central Office of Information, Privy Council Office, House of Commons and Lords, National Audit Office, Electoral Commission, and Office of the Parliamentary Commission and Health Service Commissioners for England.

Civil Superannuation Resource Budget						£millions	
Request for Resource	←	outturn	→	←	plans	→	
	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04	
Total Spending in Departmental Expenditure Limits (DEL)							
Request for Resource 1							
Total Request for Resource							
Non-voted expenditure:							
Central funding of early retirements	90	81	68	57	46	35	
Total DEL	90	81	68	57	46	35	
<i>of which</i>							
Central Government Spending	111	81	68	57	46	35	
<i>of which</i>							
Voted							
Non-voted	90	81	68	57	46	35	
Total Spending in Annual Managed Expenditure (AME)							
Request for Resource 1							
Civil Superannuation	1,380	1,410	1,259	1,526	1,329	1,360	
Non-cash items in Resource AME							
Total Request for Resource	1,380	1,410	1,259	1,526	1,329	1,360	
Non-voted expenditure	-231	-157	-311	-57	-46	-35	
Total AME	1,149	1,253	948	1,469	1,283	1,325	
<i>of which</i>							
Central Government Spending	1,149	1,253	948	1,469	1,283	1,325	
<i>of which</i>							
Voted	1,380	1,410	1,259	1,526	1,329	1,360	
Non-voted	-231	-157	-311	-57	-46	-35	
<i>of which non-cash items in AME</i>							
<i>Depreciation</i>							
<i>Cost of Capital Charges</i>							
Changes in Provisions and							
Other Charges	-90	-81	-68	-57	-46	-35	
<i>(#) Amounts below £0.5 million are not shown</i>							

Table 6 Reconciliation of resource expenditure between accounts, Estimates and budgets

Table 6 gives information in separate tables for Cabinet Office, Security Intelligence Agencies, Civil Superannuation, Central Office of Information, Privy Council Office, House of Commons and Lords, National Audit Office, Electoral Commission, and Office of the Parliamentary and Health Service Commissioners for England.

Civil Superannuation				Emillions		
	←	outturn	→	←	plans	→
	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04
Net Resource Outturn (Estimates)	1,380	1,410	1,259	1,526	1,329	1,360
<i>Adjustments for:</i>						
Non-voted expenditure in the OCS						
Consolidated Fund Extra Receipts in the OCS	-141	-76	-243			
Provision voted for earlier years						
Other adjustments						
Net Operating Cost (Accounts)	1,239	1,334	1,016	1,526	1,329	1,360
<i>Adjustments for:</i>						
Other Consolidated Fund Extra Receipts						
Full resource consumption of non-departmental public bodies						
Full resource consumption of public corporations						
Capital Grants to the private sector and local authorities						
Gains/Losses from sale of capital assets						
European Union income and related adjustments						
Voted expenditure outside the budget						
Unallocated resource provision						
Other adjustments						
Resource Budget Outturn (budget)	1,239	1,334	1,016	1,526	1,329	1,360
of which Departmental Expenditure Limits (DEL)	90	81	68	57	46	35
of which Employment Opportunities Fund expenditure (EOF) (DEL)						
of which Annually Managed Expenditure (AME)	1,149	1,253	948	1,469	1,283	1,325

(#) Amounts below £0.5 million are not shown

Table 11 Departmental Expenditure Limits and Annually Managed Expenditure Cash Plans 1995-96 to 2000-01

Table 11 gives information for Cabinet Office, Security Intelligence Services, Civil Superannuation, Central Office of Information, Privy Council Office, Houses of Commons and Lords, National Audit Office, Electoral Commission, and Office of the Parliamentary Commission and Health Service Commissioners for England.

Civil Superannuation Departmental Expenditure Limits						£millions
Programme	←			outturn	→	estimate
	1995-96	1996-97	1997-98	1998-99	1999-00	2000-01
Current Budget						
Voted Expenditure						
Civil Superannuation	328	301	91	87	78	68
non voted expenditure						
Total Spending in Departmental Expenditure Limit (DEL)	328	301	91	87	78	68
Civil Superannuation Annually Managed Expenditure						
Current Budget						
Voted Expenditure						
Civil Superannuation	1,151	1,279	1,317	1,299	1,426	1,410
non voted expenditure	-72	-94	-116	-142	-53	
Total Spending in Annual Managed Expenditure (AME)	1,079	1,185	1,201	1,157	1,373	1,410

(#) Amounts below £0.5 million are not shown

Table 4 Consumption – analysis of resource budget spending plans

Table 4 gives information in separate tables for Cabinet Office, Security Intelligence Agencies, Civil Superannuation, Central Office of Information, Privy Council Office, House of Commons and Lords, National Audit Office, Electoral Commission, and Office of the Parliamentary Commission and Health Service Commissioners for England.

Central Office of Information Resource Budget						£millions
Request for Resource	←	outturn	→	←	plans	→
Section	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04
Total Spending in Departmental Expenditure Limits (DEL)						
Request for Resource 2						
COI – publicity and advisory service	1	1	1	1	1	1
Total Request for Resource	1	1	1	1	1	1
Non-voted expenditure						
Total DEL	1	1	1	1	1	1
<i>of which</i>						
Central Government Spending	1	1	1	1	1	1
<i>of which</i>						
Voted	1	1	1	1	1	1
Non-voted						
<i>of which non-cash items in AME</i>						
Depreciation						
Cost of Capital Charges						
Changes in Provisions and						
Other Charges						
<i>(#) Amounts below £0.5 million are not shown</i>						

Table 6 Reconciliation of resource expenditure between accounts, Estimates and budgets

Table 6 gives information in separate tables for Cabinet Office, Security Intelligence Agencies, Civil Superannuation, Central Office of Information, Privy Council Office, House of Commons and Lords, National Audit Office, Electoral Commission, and Office of the Parliamentary and Health Service Commissioners for England.

Central Office of Information				Emillions		
	←	outturn	→	←	plans	→
	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04
Net Resource Outturn (Estimates)	1	1	1	1	1	1
<i>Adjustments for:</i>						
Non-voted expenditure in the OCS						
Consolidated Fund Extra Receipts in the OCS						
Provision voted for earlier years						
Other adjustments						
Net Operating Cost (Accounts)	1	1	1	1	1	1
<i>Adjustments for:</i>						
Other Consolidated Fund Extra Receipts						
Full resource consumption of non-departmental public bodies						
Full resource consumption of public corporations						
Capital Grants to the private sector and local authorities						
Gains/Losses from sale of capital assets						
European Union income and related adjustments						
Voted expenditure outside the budget						
Unallocated resource provision						
Other adjustments						
Resource Budget Outturn (budget)	1	1	1	1	1	1
of which Departmental Expenditure Limits (DEL)	1	1	1	1	1	1
of which Employment Opportunities Fund expenditure (EOF) (DEL)						
of which Annually Managed Expenditure (AME)						

(#) Amounts below £0.5 million are not shown

**Table 11 Departmental Expenditure Limits and Annually Managed Expenditure
Cash Plans 1995-96 to 2000-01**

Table 11 gives information for Cabinet Office, Security Intelligence Agencies, Civil Superannuation, Central Office of Information, Privy Council Office, Houses of Commons and Lords, National Audit Office, Electoral Commission, and Office of the Parliamentary Commission and Health Service Commissioners for England.

Central Office of Information Departmental Expenditure Limits						£millions
	←			outturn	→	estimate
	1995-96	1996-97	1997-98	1998-99	1999-00	2000-01
Current Budget						
Voted Expenditure						
Central Office of Information	1	6	1	1	1	1
Non-voted expenditure						
Capital Budget						
Voted Expenditure						
Central Office of Information						
Non-voted expenditure						
Total Spending in Departmental Expenditure Limit (DEL)						
	1	6	1	1	1	1

(#) Amounts below £0.5 million are not shown

Table 3 Total Capital Employed by Department

Table 3 gives information in separate tables for Cabinet Office, Security Intelligence Agencies, Privy Council Office, House of Commons and Lords, National Audit Office, Electoral Commission, and Office of the Parliamentary Commission and Health Service Commissioners for England.

Privy Council Office						Emillions
	←	outturn	→	←	plans	→
	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04
NET ASSETS/LIABILITIES						
Within the departmental account	2	2	2	2	2	2
Investment outside accounting boundary						
Total Capital Employed	2	2	2	2	2	2
<i>(#) Amounts below £0.5 million are not shown</i>						

Table 4 Consumption – analysis of resource budget spending plans

Table 4 gives information in separate tables for Cabinet Office, Security Intelligence Agencies, Civil Superannuation, Central Office of Information, Privy Council Office, House of Commons and Lords, National Audit Office, Electoral Commission, and Office of the Parliamentary Commission and Health Service Commissioners for England.

Privy Council Office Resource Budget							Emillions
Request for Resource	←	outturn	→	←	plans	→	
	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04	
Total Spending in Departmental Expenditure Limits (DEL)							
Request for Resource							
Privy Council Office – administration	2	2	3	3	3	3	
Total Request for Resource	2	2	3	3	3	3	
Non-voted expenditure							
Total DEL	2	2	3	3	3	3	
<i>of which</i>							
Central Government Spending	2	2	3	3	3	3	
<i>of which</i>							
Voted	2	2	3	3	3	3	
Non-voted							
Total Spending in Annual Managed Expenditure (AME)							
Request for Resource							
Privy Council Office – administration	#	#	#	#	#	#	
Non-cash items in Resource AME							
Total Request for Resource	#	#	#	#	#	#	
Non-voted expenditure		#	#	#			
Total AME	#	#	#	#	#	#	
<i>of which</i>							
Central Government Spending	#	#	#	#	#	#	
<i>of which</i>							
Voted	#	#	#	#	#	#	
Non-voted							
<i>of which non-cash items in AME</i>							
Depreciation		#	#	#	#	#	
Cost of Capital Charges		#	#	#	#	#	
Changes in Provisions and							
Other Charges		#	#	#			
<i>(#) Amounts below £0.5 million are not shown</i>							

Table 6 Reconciliation of resource expenditure between accounts, Estimates and budgets

Table 6 gives information in separate tables for Cabinet Office, Security Intelligence Agencies, Civil Superannuation, Central Office of Information, Privy Council Office, House of Commons and Lords, National Audit Office, Electoral Commission, and Office of the Parliamentary and Health Commissioners for England.

Privy Council Office				Emillions		
	←	outturn	→	←	plans	→
	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04
Net Resource Outturn (Estimates)	2	2	3	3	3	3
<i>Adjustments for:</i>						
Non-voted expenditure in the OCS						
Consolidated Fund Extra Receipts in the OCS						
Provision voted for earlier years						
Other adjustments						
Net Operating Cost (Accounts)	2	2	3	3	3	3
<i>Adjustments for:</i>						
Other Consolidated Fund Extra Receipts						
Full resource consumption of non-departmental public bodies						
Full resource consumption of public corporations						
Capital Grants to the private sector and local authorities						
Gains/Losses from sale of capital assets						
European Union income and related adjustments						
Voted expenditure outside the budget						
Unallocated resource provision						
Other adjustments		#	#	#		
Resource Budget Outturn (budget)	2	2	3	3	3	3
of which Departmental Expenditure Limits (DEL)	2	2	3	3	3	3
of which Employment Opportunities Fund expenditure (EOF) (DEL)						
of which Annually Managed Expenditure (AME)		#	#	#	#	#

(#) Amounts below £0.5 million are not shown

Table 9 Administration Costs

Table 9 gives information in separate tables for Cabinet Office, Security Intelligence Agencies, Privy Council Office, National Audit Office.

Privy Council Office						Emillions
	←	outturn	→	←	plans	→
	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04
Gross administration costs						
Paybill	1	1	1			
Other	1	1	2			
total administration costs	2	2	3	3	3	3
Related Receipts						
NET EXPENDITURE	2	2	3	3	3	3
Gross controlled administration cost limits				3		

(#) Amounts below £0.5 million are not shown

**Table 11 Departmental Expenditure Limits and Annually Managed Expenditure
Cash Plans 1995-96 to 2000-01**

Table 11 gives information for Cabinet Office, Security Intelligence Agencies, Central Office of Information, Privy Council Office, Houses of Commons and Lords, National Audit Office, Electoral Commission, and Office of the Parliamentary Commission and Health Service Commissioners for England.

Privy Council Office Departmental Expenditure Limits						£millions
	←			outturn	→	estimate
	1995-96	1996-97	1997-98	1998-99	1999-00	2000-01
Current Budget						
Voted Expenditure						
Privy Council Office administration	2	2	2	2	2	3
Non-voted expenditure						
Total Spending in Departmental						
Expenditure Limit (DEL)	2	2	2	2	2	3

(#) Amounts below £0.5 million are not shown

Table 3 Total Capital Employed by Department

Table 3 gives information in separate tables for Cabinet Office, Security Intelligence Agencies, Civil Superannuation, Central Office of Information, Privy Council Office, House of Commons and Lords, National Audit Office, Electoral Commission, and Office of the Parliamentary Commission and Health Service Commissioners for England.

House of Commons						Emillions	
	←	outturn	→	←	plans	→	
	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04	
NET ASSETS/LIABILITIES							
Within the departmental account	#	2	#	#	#	#	
Investment outside accounting boundary							
Total Capital Employed	#	2	#	#	#	#	
<i>(#) Amounts below £0.5 million are not shown</i>							

Table 4 Consumption – analysis of resource budget spending plans

Table 4 gives information in separate tables for Cabinet Office, Security Intelligence Agencies, Civil Superannuation, Central Office of Information, Privy Council Office, House of Commons and Lords, National Audit Office, Electoral Commission, and Office of the Parliamentary Commission and Health Service Commissioners for England.

House of Commons Members Salaries Resource Budget						£millions	
Request for Resource	←	outturn	→	←	plans	→	
	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04	
Total Spending in Departmental Expenditure Limits (DEL)							
House of Commons – members salaries							
Request for Resource 1							
Members salaries etc			90	94	96	99	
Total Request for Resource 1			90	94	96	99	
Request for Resource 2							
Grants to other bodies			5	5	5	6	
Total Request for Resource 2			5	5	5	6	
Non-voted expenditure							
Total DEL			95	99	102	105	
<i>of which</i>							
Central Government Spending			95	99	102	105	
<i>of which</i>							
Voted			95	99	102	105	

(#) Amounts below £0.5 million are not shown

House of Commons Administration Resource Budget						£millions	
Request for Resource	←	outturn	→	←	plans	→	
	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04	
Departmental Expenditure Limits (DEL)							
House of Commons – Administration	183	188	105	110	116	121	
Total Request for Resource 1	183	188	105	110	116	121	
Total DEL	183	188	105	110	116	121	
<i>of which</i>							
Central Government Spending	183	188	105	110	116	121	
<i>of which</i>							
Voted	183	188	105	110	116	121	

(#) Amounts below £0.5 million are not shown

Table 5 Investment – analysis of capital budget spending plans

Table 5 gives information in separate tables for Cabinet Office, Security Intelligence Agencies, House of Commons and Lords, National Audit Office, Electoral Commission, and Office of the Parliamentary Commission and Health Service Commissioners for England.

House of Commons Administration Capital Budget						Emillions
Request for Resource	←	outturn	→	←	plans	→
Section	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04
Total Spending in Departmental Expenditure Limits (DEL)						
Request for Resource						
Administrative expenses	77	70	46	35	24	18
Total Request for Resources –	77	70	46	35	24	18
shown in Estimates as						
Resource Expenditure						
Outside DEL						
Non-voted expenditure						
Total DEL	77	70	46	35	24	18
<i>of which</i>						
Central Government Spending	77	70	46	35	24	18
<i>of which</i>						
Voted	77	70	46	35	24	18
Non-voted						
Total Spending in Annual Managed Expenditure (AME)						
Request for Resource						
Administrative expenses						
Non-cash items in Resource AME						
Total Request for Resource						
Non-voted expenditure						
Total AME						
<i>of which</i>						
Central Government Spending						
<i>of which</i>						
Voted						
Non-voted						
<i>(#) Amounts below £0.5 million are not shown</i>						

Table 6 Reconciliation of resource expenditure between accounts, Estimates and budgets

Table 6 gives information in separate tables for Cabinet Office, Security Intelligence Agencies, Civil Superannuation, Central Office of Information, Privy Council Office, House of Commons and Lords, National Audit Office, Electoral Commission, and Office of the Parliamentary and Health Service Commissioners for England.

House of Commons: Members' salaries etc						Emillions
	←	outturn	→	←	plans	→
	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04
Net Resource Outturn (Estimates)			95	99	102	105
<i>Adjustments for:</i>						
Non-voted expenditure in the OCS						
Consolidated Fund Extra Receipts in the OCS						
Provision voted for earlier years						
Other adjustments						
Net Operating Cost (Accounts)			95	99	102	105
<i>Adjustments for:</i>						
Other Consolidated Fund Extra Receipts						
Full resource consumption of non-departmental public bodies						
Full resource consumption of public corporations						
Capital Grants to the private sector and local authorities						
Gains/Losses from sale of capital assets						
European Union income and related adjustments						
Voted expenditure outside the budget						
Unallocated resource provision						
Other adjustments						
Resource Budget Outturn (budget)			95	99	102	105
of which Departmental Expenditure Limits (DEL)			95	99	102	105
of which Employment Opportunities Fund expenditure (EOF) (DEL)						
of which Annually Managed Expenditure (AME)						

(#) Amounts below £0.5 million are not shown

House of Commons: administration						Emillions
	←	outturn	→	←	plans	→
	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04
Net Resource Outturn (Estimates)	183	188	105	110	116	121
<i>Adjustments for:</i>						
Non-voted expenditure in the OCS						
Consolidated Fund Extra Receipts in the OCS						
Provision voted for earlier years						
Other adjustments [specify]						
Net Operating Cost (Accounts)	183	188	105	110	116	121
<i>Adjustments for:</i>						
Other Consolidated Fund Extra Receipts						
Full resource consumption of non-departmental public bodies						
Full resource consumption of public corporations						
Capital Grants to the private sector and local authorities						
Gains/Losses from sale of capital assets						
European Union income and related adjustments						
Voted expenditure outside the budget						
Unallocated resource provision						
Other adjustments [specify]						
Resource Budget Outturn (budget)	183	188	105	110	116	121
of which Departmental Expenditure Limits (DEL)	183	188	105	110	116	121
of which Employment Opportunities Fund expenditure (EOF) (DEL)						
of which Annually Managed Expenditure (AME)						
<i>(#) Amounts below £0.5 million are not shown</i>						

Table 7 Reconciliation of capital expenditure between accounts, Estimates and budgets

Table 7 gives information in separate tables for Cabinet Office, Security Intelligence Agencies, House of Commons and Lords, National Audit Office, Electoral Commission, and Office of the Parliamentary and Health Service Commissioners for England.

House of Commons: administration				Emillions		
	←	outturn	→	←	plans	→
	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04
Net Voted Capital Outturn (Estimates)	77	70	46	35	24	18
<i>Adjustments for:</i>						
Non-voted capital expenditure in accounts						
Provision voted for earlier years						
Other adjustments						
Capital Expenditure in Accounts	77	70	46	35	24	18
<i>Adjustments for:</i>						
Full capital expenditure by non-departmental public bodies						
Full capital expenditure by public corporations						
Capital Grants to the private sector and local authorities						
Gains/Losses from sale of capital assets						
Local authority credit approvals						
European Union expenditure						
Unallocated capital provision						
Other adjustments						
Capital Budget Outturn (budget)	77	70	46	35	24	18
of which Departmental Expenditure Limits (DEL)	77	70	46	35	24	18
of which Spending in Employment Opportunities Fund (EOF) DEL						
of which Annually Managed Expenditure (AME)						
<i>(#) Amounts below £0.5 million are not shown</i>						

**Table 11 Departmental Expenditure Limits and Annually Managed Expenditure
Cash Plans 1995-96 to 2000-01**

Table 11 gives information for Cabinet Office, Security Intelligence Agencies, Civil Superannuation, Central Office of Information, Privy Council Office, Houses of Commons and Lords, National Audit Office, Electoral Commission, and Office of the Parliamentary Commission and Health Service Commissioners for England.

House of Commons Departmental Expenditure Limits						£millions
	←			outturn	→	estimate
	1995-96	1996-97	1997-98	1998-99	1999-00	2000-01
Current Budget						
Voted Expenditure						
House of Commons:	86	83	93	96	97	105
Non-voted expenditure						
Capital Budget						
Voted Expenditure						
House of Commons:	28	47	52	77	68	46
Non-voted expenditure						
Total Spending in Departmental Expenditure Limit (DEL)	114	130	145	174	165	151

(#) Amounts below £0.5 million are not shown

Table 3 Total Capital Employed by Department

Table 3 gives information in separate tables for Cabinet Office, Security Intelligence Agencies, Civil Superannuation, Central Office of Information, Privy Council Office, House of Commons and Lords, House of Commons, National Audit Office, Electoral Commission, and Office of the Parliamentary Commission and Health Service Commissioners for England.

House of Lords							Emillions
	←	outturn	→	←	plans	→	
	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04	
NET ASSETS/LIABILITIES							
Within the departmental account	308	333	325	351	370	389	
Investment outside accounting boundary							
Total Capital Employed	308	333	325	351	370	389	
<i>(#) Amounts below £0.5 million are not shown</i>							

Table 4 Consumption – analysis of resource budget spending plans

Table 4 gives information in separate tables for Cabinet Office, Security Intelligence Agencies, Civil Superannuation, Central Office of Information, Privy Council Office, House of Commons and Lords, National Audit Office, Electoral Commission, and Office of the Parliamentary Commission and Health Service Commissioners for England.

House of Lords Resource Budget						Emillions	
Request for Resource	←	outturn	→	←	plans	→	
	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04	
Total Spending in Departmental Expenditure Limits (DEL)							
Request for Resource 1							
Functioning of Parliament	29	29	29	31	33	35	
Total Request for Resource 1	29	29	29	31	33	35	
Request for Resource 2							
Works Services	12	12	15	13	14	14	
Total Request for Resource 2	12	12	15	13	14	14	
Non-voted expenditure		2	2	2	2	2	
Total DEL	41	43	46	46	49	51	
<i>of which</i>							
Central Government Spending	41	43	46	46	49	51	
<i>of which</i>							
Voted	41	41	44	44	47	49	
Non-voted		2	2	2	2	2	
Total Spending in Annual Managed Expenditure (AME)							
Request for Resource 1							
Functioning of Parliament	41	2	2	3	2	2	
Total Request for Resource	41	2	2	3	2	2	
Request for Resource 2							
Works Services	19	21	22	24	25	27	
Total Request for Resource	19	21	22	24	25	27	
Non-voted expenditure		-2	-2	-2	-2	-2	
Total AME	60	21	23	24	26	28	
<i>of which</i>							
Central Government Spending	60	21	23	24	26	28	
<i>of which</i>							
Voted	60	23	24	26	28	29	
Non-voted		-2	-2	-2	-2	-2	
<i>of which non-cash items in AME</i>							
Depreciation	1	1	1	1	1	1	
Cost of Capital Charges	19	21	22	23	25	27	
Changes in Provisions and							
Other Charges	40						

(#) Amounts below £0.5 million are not shown

Table 5 Investment – analysis of capital budget spending plans

Table 5 gives information in separate tables for Cabinet Office, Security Intelligence Agencies, House of Commons and Lords, National Audit Office, Electoral Commission, and Office of the Parliamentary Commission and Health Service Commissioners for England.

House of Lords Capital Budget						Emillions	
Request for Resource	←	outturn	→	←	plans	→	
Section	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04	
Total Spending in Departmental Expenditure Limits (DEL)							
Request for Resource 1							
Functioning in Parliament	1	1	1	1	1	1	
<i>Shown in Estimates as Resource</i>							
<i>Expenditure outside DEL</i>							
Functioning in Parliament	#	#	#	#	#	#	
Total Request for Resources 1	1	1	1	1	1	1	
Request for Resource 2							
Work Services	2	2	3	4	3	4	
<i>Shown in Estimates as Resource</i>							
<i>Expenditure outside DEL</i>							
Works Services	#	#	#	#	#	#	
Total Request for Resources 2	2	2	3	4	3	4	
Non-voted expenditure				4			
Total DEL	3	3	4	9	4	5	
Central Government Spending	3	3	4	9	4	5	
<i>of which</i>							
Voted	3	3	4	5	4	5	
Non-voted				4			
<i>(#) Amounts below £0.5 million are not shown</i>							

Table 6 Reconciliation of resource expenditure between accounts, Estimates and budgets

Table 6 gives information in separate tables for Cabinet Office, Security Intelligence Agencies, Civil Superannuation, Central Office of Information, Privy Council Office, House of Commons and Lords, National Audit Office, Electoral Commission, and Office of the Parliamentary and Health Service Commissioners for England.

House of Lords				Emillions		
	←	outturn	→	←	plans	→
	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04
Net Resource Outturn (Estimates)	101	64	69	71	75	78
<i>Adjustments for:</i>						
Non-voted expenditure in the OCS						
Consolidated Fund Extra Receipts in the OCS						
Provision voted for earlier years						
Other adjustments						
Net Operating Cost (Accounts)	101	64	69	71	75	78
<i>Adjustments for:</i>						
Other Consolidated Fund Extra Receipts						
Full resource consumption of non-departmental public bodies						
Full resource consumption of public corporations						
Capital Grants to the private sector and local authorities						
Gains/Losses from sale of capital assets	#	#	#	#	#	#
European Union income and related adjustments						
Voted expenditure outside the budget						
Unallocated resource provision						
Other adjustments						
Resource Budget Outturn (budget)	101	64	69	71	75	78
of which Departmental Expenditure Limits (DEL)	41	43	46	46	49	51
of which Employment Opportunities Fund expenditure (EOF) (DEL)						
of which Annually Managed Expenditure (AME)	60	21	23	24	26	28

(#) Amounts below £0.5 million are not shown

Table 7 Reconciliation of capital expenditure between accounts, Estimates and budgets

Table 7 gives information in separate tables for Cabinet Office, Security Intelligence Agencies, House of Commons and Lords, National Audit Office, Electoral Commission, and Office of the Parliamentary and Health Service Commissioners for England.

House of Lords				Emillions		
	←	outturn	→	←	plans	→
	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04
Net Voted Capital Outturn (Estimates)	3	3	4	5	4	5
<i>Adjustments for:</i>						
Non-voted capital expenditure in accounts						
Provision voted for earlier years						
Other adjustments						
Capital Expenditure in Accounts	3	3	4	5	4	5
<i>Adjustments for:</i>						
Full capital expenditure by non-departmental public bodies						
Full capital expenditure by public corporations						
Capital Grants to the private sector and local authorities						
Gains/Losses from sale of capital assets	#	#	#	#	#	#
Local authority credit approvals						
European Union expenditure						
Unallocated capital provision				4		
Other adjustments						
Capital Budget Outturn (budget)	3	3	4	9	4	5
of which Departmental Expenditure Limits (DEL)	3	3	4	9	4	5
of which Spending in Employment Opportunities Fund (EOF) (DEL)						
of which Annually Managed Expenditure (AME)						
<i>(#) Amounts below £0.5 million are not shown</i>						

**Table 11 Departmental Expenditure Limits and Annually Managed Expenditure
Cash Plans 1995-96 to 2000-01**

Table 11 gives information for Cabinet Office, Security Intelligence Agencies, Civil Superannuation, Central Office of Information, Privy Council Office, Houses of Commons and Lords, National Audit Office, Electoral Commission, and Office of the Parliamentary Commission and Health Service Commissioners for England.

House of Lords Departmental Expenditure Limits						£millions
	←			outturn	→	estimate
	1995-96	1996-97	1997-98	1998-99	1999-00	2000-01
Current Budget						
Voted Expenditure						
House of Lords	29	33	34	37	38	39
Non-voted expenditure						
Capital Budget						
Voted Expenditure						
House of Lords	11	5	5	6	8	11
Non-voted expenditure						4
Total Spending in Departmental Expenditure Limit (DEL)						
	40	39	39	43	45	54

(#) Amounts below £0.5 million are not shown

Table 3 Total Capital Employed by Department

Table 3 gives information in separate tables for Cabinet Office, Privy Council Office, House of Commons and Lords, National Audit Office, Electoral Commission, and Office of the Parliamentary Commission and Health Service Commissioners for England.

National Audit Office						Emillions
	←	outturn	→	←	plans	→
	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04
NET ASSETS/LIABILITIES						
Within the departmental account		17	22	22		
Investment outside accounting boundary						
Total Capital Employed		17	22	22		
<i>(#) Amounts below £0.5 million are not shown</i>						

Table 4 Consumption – analysis of resource budget spending plans

Table 4 gives information in separate tables for Cabinet Office, Security Intelligence Agencies, Civil Superannuation, Central Office of Information, Privy Council Office, House of Commons and Lords, National Audit Office, Electoral Commission, and Office of the Parliamentary Commission and Health Service Commissioners for England.

National Audit Office Resource Budget						Emillions
Request for Resource	←	outturn	→	←	plans	→
	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04
Total Spending in Departmental Expenditure Limits (DEL)						
Request for Resource						
National Audit Office	40	41	44	46	48	49
Total Request for Resource	40	41	44	46	48	49
Non-voted expenditure						
Total DEL	40	42	44	46	48	49
<i>of which</i>						
Central Government Spending	40	42	44	46	48	49
<i>of which</i>						
Voted	40	41	44	46	48	49
Non-voted				#		
Total Spending in Annual Managed Expenditure (AME)						
Request for Resource						
National Audit Office		2	2	2		
Total Request for Resource		2	2	2		
Non-voted expenditure						
Total AME		1	2	2		
<i>of which</i>						
Central Government Spending		1	2	2		
<i>of which</i>						
Voted		2	2	2		
Non-voted						
<i>of which non-cash items in AME</i>						
Depreciation		1	1	1		
Cost of Capital Charges		1	1	1		
Changes in Provisions and Other Charges			#			
<i>(#) Amounts below £0.5 million are not shown</i>						

Table 5 Investment – analysis of capital budget spending plans

Table 5 gives information in separate tables for Cabinet Office, Security Intelligence Agencies, Civil Superannuation, Central Office of Information, House of Commons and Lords, National Audit Office, Electoral Commission, and Office of the Parliamentary Commission and Health Service Commissioners for England.

National Audit Office Capital Budget							£millions
Request for Resource	←	outturn	→	←	plans	→	
	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04	
Total Spending in Departmental Expenditure Limits (DEL)							
Request for Resource							
National Audit Office	1	1	1	1	2	2	
<i>shown in Estimates as Resource Expenditure Outside DEL</i>							
Non-voted expenditure							
Total DEL	1	1	1	1	2	2	
<i>of which</i>							
Central Government Spending	1	1	1	1	2	2	
<i>of which</i>							
Voted	1	1	1	1	2	2	
Non-voted							
Total Spending in Annual Managed Expenditure (AME)							
Request for Resource							
National Audit Office							
Non-cash items in Resource AME							
Total Request for Resource							
Non-voted expenditure							
Total AME							
<i>of which</i>							
Central Government Spending							
<i>of which</i>							
Voted							
Non-voted							
<i>(#) Amounts below £0.5 million are not shown</i>							

Table 6 Reconciliation of resource expenditure between accounts, Estimates and budgets

Table 6 gives information in separate tables for Cabinet Office, Security Intelligence Agencies, Civil Superannuation, Central Office of Information, Privy Council Office, House of Commons and Lords, National Audit Office, Electoral Commission, and Office of the Parliamentary and Health Service Commissioners for England.

National Audit Office				Emillions		
	←	outturn	→	←	plans	→
	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04
Net Resource Outturn (Estimates)	40	43	46	49	48	49
<i>Adjustments for:</i>						
Non-voted expenditure in the OCS						
Consolidated Fund Extra Receipts in the OCS						
Provision voted for earlier years						
Other adjustments						
Net Operating Cost (Accounts)	40	43	46	49	48	49
<i>Adjustments for:</i>						
Other Consolidated Fund Extra Receipts						
Full resource consumption of non-departmental public bodies						
Full resource consumption of public corporations						
Capital Grants to the private sector and local authorities						
Gains/Losses from sale of capital assets						
European Union income and related adjustments						
Voted expenditure outside the budget						
Unallocated resource provision						
Other adjustments		#	#	#		
Resource Budget Outturn (budget)	40	43	46	49	48	49
of which Departmental Expenditure Limits (DEL)	40	42	44	46	48	49
of which Employment Opportunities Fund expenditure (EOF) (DEL)						
of which Annually Managed Expenditure (AME)		1	2	2		

(#) Amounts below £0.5 million are not shown

Table 7 Reconciliation of capital expenditure between accounts, Estimates and budgets

Table 7 gives information in separate tables for Cabinet Office, Security Intelligence Agencies, House of Commons and Lords, National Audit Office, Electoral Commission, and Office of the Parliamentary and Health Service Commissioners for England.

National Audit Office				Emillions		
	←	outturn	→	←	plans	→
	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04
Net Voted Capital Outturn (Estimates)	1	1	1	1	2	2
<i>Adjustments for:</i>						
Non-voted capital expenditure in accounts						
Provision voted for earlier years						
Other adjustments [specify]						
Capital Expenditure in Accounts	1	1	1	1	2	2
<i>Adjustments for:</i>						
Full capital expenditure by non-departmental public bodies						
Full capital expenditure by public corporations						
Capital Grants to the private sector and local authorities						
Gains/Losses from sale of capital assets						
Local authority credit approvals						
European Union expenditure						
Unallocated resource provision						
Other adjustments [specify]						
Capital Budget Outturn (budget)	1	1	1	1	2	2
of which Departmental Expenditure Limits (DEL)	1	1	1	1	2	2
of which Spending in Employment Opportunities Fund (EOF) (DEL)						
of which Annually Managed Expenditure (AME)						
<i>(#) Amounts below £0.5 million are not shown</i>						

Table 9 Administration Costs

Table 9 gives information in separate tables for Cabinet Office, Security Intelligence Agencies, Privy Council Office, National Audit Office.

National Audit Office						Emillions
	←	outturn	→	←	plans	→
	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04
Gross administration costs						
Paybill		34	35	37		
Other		19	21	23		
total administration costs		52	57	60	58	60
Related Receipts		9	11	11	10	10
NET EXPENDITURE		43	46	49	48	49
Gross controlled administration cost limits						

(#) Amounts below £0.5 million are not shown

Table 11 Departmental Expenditure Limits and Annually Managed Expenditure Cash Plans 1995-96 to 2000-01

Table 11 gives information for Cabinet Office, Security Intelligence Agencies, Civil Superannuation, Central Office of Information, Privy Council Office, Houses of Commons and Lords, National Audit Office, Electoral Commission, and Office of the Parliamentary Commission and Health Service Commissioners for England.

National Audit Office Departmental Expenditure Limits						£millions
	←			outturn	→	estimate
	1995-96	1996-97	1997-98	1998-99	1999-00	2000-01
Current Budget						
Voted Expenditure						
National Audit Office	37	36	37	40	42	43
Non-voted expenditure	-1	-2	-1			
Capital Budget						
Voted Expenditure						
National Audit Office		1	1	1	1	1
Non-voted expenditure						
Total Spending in Departmental Expenditure Limit (DEL)	36	35	37	41	43	44

(#) Amounts below £0.5 million are not shown

Table 3 Total Capital Employed by Department

Table 3 gives information in separate tables for Cabinet Office, Privy Council Office, House of Commons and Lords, National Audit Office, Electoral Commission, and Office of the Parliamentary Commission and Health Service Commissioners for England.

Electoral Commission				Emillions		
	←	outturn	→	←	plans	→
	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04
NET ASSETS/LIABILITIES						
Within the departmental account			1	1	2	2
Investment outside accounting boundary						
Total Capital Employed			1	1	2	2
<i>(#) Amounts below £0.5 million are not shown</i>						

Table 4 Consumption – analysis of resource budget spending plans

Table 4 gives information in separate tables for Cabinet Office, Security Intelligence Agencies, Civil Superannuation, Central Office of Information, Privy Council Office, House of Commons and Lords, National Audit Office, Electoral Commission, and Office of the Parliamentary Commission and Health Service Commissioners for England.

Electoral Commission							£millions
Request for Resource	←	outturn	→	←	plans	→	
	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04	
Total Spending in Departmental Expenditure Limits (DEL)							
Request for Resource 1							
Electoral Commission			2	7	12	12	
Total Request for Resource			2	7	12	12	
Non-voted expenditure							
Total DEL			2	7	12	12	
<i>of which</i>							
Central Government Spending			2	7	12	12	
<i>of which</i>							
Voted			2	7	12	12	
Non-voted							
Total Spending in Annually Managed Expenditure (AME)							
Request for Resource 1							
Electoral Commission							
Total Request for Resource							
Non-voted expenditure							
Total AME							
<i>of which</i>							
Central Government Spending							
<i>of which</i>							
Voted							
<i>of which non-cash items in AME</i>							
Depreciation							
Cost of Capital Charges							
Changes in Provisions and							
Other Charges							

(#) Amounts below £0.5 million are not shown

Table 5 Investment – analysis of capital budget spending plans

Table 5 gives information in separate tables for Cabinet Office, Security Intelligence Agencies, House of Commons and Lords, National Audit Office, Electoral Commission, and Office of the Parliamentary Commission and Health Service Commissioners for England.

Electoral Commission						Emillions
Request for Resource	←	outturn	→	←	plans	→
	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04
Total Spending in Departmental Expenditure Limits (DEL)						
Request for Resource 1						
Electoral Commission			1	2		
<i>Shown in Estimates as Resource Expenditure outside DEL</i>						
Total DEL			1	2		
<i>of which</i>						
Central Government Spending			1	2		
<i>of which</i>						
Voted			1	2		
Non-voted						
<i>(#) Amounts below £0.5 million are not shown</i>						

Table 6 Reconciliation of resource expenditure between accounts, Estimates and budgets

Table 6 gives information in separate tables for Cabinet Office, Security Intelligence Agencies, Civil Superannuation, Central Office of Information, Privy Council Office, House of Commons and Lords, National Audit Office, Electoral Commission, and Office of the Parliamentary and Health Service Commissioners for England.

Electoral Commission				Emillions		
	←	outturn	→	←	plans	→
	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04
Net Resource Outturn (Estimates)			2	8	12	13
<i>Adjustments for:</i>						
Non-voted expenditure in the OCS						
Consolidated Fund Extra Receipts in the OCS						
Provision voted for earlier years						
Other adjustments						
Net Operating Cost (Accounts)			2	8	12	13
<i>Adjustments for:</i>						
Other Consolidated Fund Extra Receipts						
Full resource consumption of non-departmental public bodies						
Full resource consumption of public corporations						
Capital Grants to the private sector and local authorities						
Gains/Losses from sale of capital assets						
European Union income and related adjustments						
Voted expenditure outside the budget						
Unallocated resource provision						
Other adjustments						
Resource Budget Outturn (budget)			2	8	12	13
of which Departmental Expenditure Limits (DEL)			2	7	12	12
of which Employment Opportunities Fund expenditure (EOF) (DEL)						
of which Annually Managed Expenditure (AME)				#	#	#

(#) Amounts below £0.5 million are not shown

Table 7 Reconciliation of capital expenditure between accounts, Estimates and budgets

Table 7 gives information in separate tables for Cabinet Office, Security Intelligence Agencies, House of Commons and Lords, National Audit Office, Electoral Commission, and Office of the Parliamentary and Health Service Commissioners for England.

Electoral Commission				Emillions		
	←	outturn	→	←	plans	→
	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04
Net Voted Capital Outturn (Estimates)			1	2	#	#
<i>Adjustments for:</i>						
Non-voted capital expenditure in accounts						
Provision voted for earlier years						
Other adjustments						
Capital Expenditure in Accounts			1	2	#	#
<i>Adjustments for:</i>						
Full capital expenditure by non-departmental public bodies						
Full capital expenditure by public corporations						
Capital Grants to the private sector and local authorities						
Gains/Losses from sale of capital assets						
Local authority credit approvals						
European Union expenditure						
Unallocated capital provision						
Other adjustments						
Capital Budget Outturn (budget)			1	2	#	#
of which Departmental Expenditure Limits (DEL)			1	2	#	#
of which Spending in Employment Opportunities Fund (EOF) (DEL)						
of which Annually Managed Expenditure (AME)						
<i>(#) Amounts below £0.5 million are not shown</i>						

Table 11 Departmental Expenditure Limits and Annually Managed Expenditure Cash Plans 1995-96 to 2000-01

Table 11 gives information for Cabinet Office, Security Intelligence Agencies, Civil Superannuation, Central Office of Information, Privy Council Office, Houses of Commons and Lords, National Audit Office, Electoral Commission, and Office of the Parliamentary Commission and Health Service Commissioners for England.

Electoral Commission Departmental Expenditure Limits						£millions
	←			outturn	→	estimate
	1995-96	1996-97	1997-98	1998-99	1999-00	2000-01
Current Budget						
Voted Expenditure						
Electoral Commission						2
Non-voted expenditure						
Capital Budget						
Voted Expenditure						
Electoral Commission						1
Non-voted expenditure						
Total Spending in Departmental Expenditure Limit (DEL)						2

(#) Amounts below £0.5 million are not shown

Table 3 Total Capital Employed by Department

Table 3 gives information in separate tables for Cabinet Office, Security Intelligence Agencies, Civil Superannuation, Central Office of Information, Privy Council Office, House of Commons and Lords, National Audit Office, Electoral Commission, and Office of the Parliamentary Commission and Health Service Commissioners for England.

Office of the Parliamentary Commission and Health Service Commissioners						Emillions
	←	outturn	→	←	plans	→
	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04
NET ASSETS/LIABILITIES						
Within the departmental account			#	#	#	#
Investment outside accounting boundary						
Total Capital Employed			#	#	#	#
<i>(#) Amounts below £0.5 million are not shown</i>						

Table 4 Consumption – analysis of resource budget spending plans

Table 4 gives information in separate tables for Cabinet Office, Security Intelligence Agencies, Civil Superannuation, Central Office of Information, Privy Council Office, House of Commons and Lords, National Audit Office, Electoral Commission, and Office of the Parliamentary Commission and Health Service Commissioners for England.

Office of the Parliamentary Commission and Health Service Commissioners Resource Budget £millions						
Request for Resource	←	outturn	→	←	plans	→
	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04
Total Spending in Departmental Expenditure Limits (DEL)						
Request for Resource 1						
Office of the Parliamentary Commission and Health Service Commissioners – administration	12	12	14	15	15	16
Total Request for Resource	12	12	14	15	15	16
Non-voted expenditure						
Total DEL	12	12	14	15	15	16
<i>of which</i>						
Central Government Spending	12	12	14	15	15	16
<i>of which</i>						
Voted	12	12	14	15	15	16
Non-voted						
Total Spending in Annual Managed Expenditure (AME)						
Request for Resource 1						
Office of the Parliamentary Commission and Health Service Commissioners – administration	1	1	1	1	1	1
Total Request for Resource	1	1	1	1	1	1
Non-voted expenditure						
Total AME	1	1	1	1	1	1
<i>of which</i>						
Central Government Spending	1	1	1	1	1	1
<i>of which</i>						
Voted	1	1	1	1	1	1
Non-voted						
<i>of which non-cash items in AME</i>						
Depreciation		1	1	1	1	1
Cost of Capital Charges						
Changes in Provisions and Other Charges						
(#) Amounts below £0.5 million are not shown						

Table 5 Investment – analysis of capital budget spending plans

Table 5 gives information in separate tables for Cabinet Office, Security Intelligence Agencies, House of Commons and Lords, National Audit Office, Electoral Commission, and Office of the Parliamentary Commission and Health Service Commissioners for England.

Office of the Parliamentary Commission and Health Service Commissioners Capital Budget						£millions
Request for Resource	←	outturn	→	←	plans	→
	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04
Total Spending in Departmental Expenditure Limits (DEL)						
Request for Resource 1						
Office of the Parliamentary Commission and Health Service Commissioners – administration	1					
<i>Shown in Estimates as Resource Expenditure outside DEL</i>						
Non-voted expenditure						
Total DEL	1					
<i>of which</i>						
Central Government Spending	1					
<i>of which</i>						
Voted	1					
Non-voted						
<i>(#) Amounts below £0.5 million are not shown</i>						

Table 6 Reconciliation of resource expenditure between accounts, Estimates and budgets

Table 6 gives information in separate tables for Cabinet Office, Security Intelligence Agencies, Civil Superannuation, Central Office of Information, Privy Council Office, House of Commons and Lords, National Audit Office, Electoral Commission, and Office of the Parliamentary and Health Service Commissioners for England.

Office of Parliamentary Commission and Health Service Commissioners for England						Emillions
	←	outturn	→	←	plans	→
	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04
Net Resource Outturn (Estimates)	12	13	15	16	16	17
<i>Adjustments for:</i>						
Non-voted expenditure in the OCS			#	#		
Consolidated Fund Extra Receipts in the OCS						
Provision voted for earlier years						
Other adjustments						
Net Operating Cost (Accounts)	12	13	15	16	16	17
<i>Adjustments for:</i>						
Other Consolidated Fund Extra Receipts						
Full resource consumption of non-departmental public bodies						
Full resource consumption of public corporations						
Capital Grants to the private sector and local authorities						
Gains/Losses from sale of capital assets						
European Union income and related adjustments						
Voted expenditure outside the budget						
Unallocated resource provision						
Other adjustments						
Resource Budget Outturn (budget)	12	13	15	16	16	17
of which Departmental Expenditure Limits (DEL)	12	12	14	15	15	16
of which Employment Opportunities Fund expenditure (EOF) (DEL)						
of which Annually Managed Expenditure (AME)	1	1	1	1	1	1

(#) Amounts below £0.5 million are not shown

Table 7 Reconciliation of capital expenditure between accounts, Estimates and budgets

Table 7 gives information in separate tables for Cabinet Office, Security Intelligence Agencies, House of Commons and Lords, National Audit Office, Electoral Commission, and Office of the Parliamentary and Health Service Commissioners for England.

Office of Parliamentary Commission and Health Service Commissioners for England						£millions
	←	outturn	→	←	plans	→
	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04
Net Voted Capital Outturn (Estimates)	1					
<i>Adjustments for:</i>						
Non-voted capital expenditure in accounts						
Provision voted for earlier years						
Other adjustments						
Capital Expenditure in Accounts	1					
<i>Adjustments for:</i>						
Full capital expenditure by non-departmental public bodies						
Full capital expenditure by public corporations						
Capital Grants to the private sector and local authorities						
Gains/Losses from sale of capital assets						
Local authority credit approvals						
European Union expenditure						
Unallocated capital provision						
Other adjustments						
Capital Budget Outturn (budget)	1					
of which Departmental Expenditure Limits (DEL)	1					
of which Spending in Employment Opportunities Fund (EOF) (DEL)						
of which Annually Managed Expenditure (AME)						
<i>(#) Amounts below £0.5 million are not shown</i>						

**Table 11 Departmental Expenditure Limits and Annually Managed Expenditure
Cash Plans 1995-96 to 2000-01**

Table 11 gives information for Cabinet Office, Security Intelligence Agencies, Civil Superannuation, Central Office of Information, Privy Council Office, Houses of Commons and Lords, National Audit Office, Electoral Commission, and Office of the Parliamentary Commission and Health Service Commissioners.

Office of the Parliamentary Commission and Health Service Commissioners Departmental Expenditure Limits						£millions
	←			outturn	→	estimate
	1995-96	1996-97	1997-98	1998-99	1999-00	2000-01
Current Budget						
Voted Expenditure						
Office of the Parliamentary Commission and Health Service Commissioners	9	12	12	12	12	14
Non-voted expenditure						#
Capital Budget						
Voted Expenditure						
Office of the Parliamentary Commission and Health Service Commissioners	1	1	1	1	1	#
Non-voted expenditure						
Total Spending in Departmental Expenditure Limit (DEL)	10	13	13	13	14	15

(#) Amounts below £0.5 million are not shown

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SUPPLY ESTIMATES

Parliamentary Procedure

The consideration of Supply Estimates is part of Parliamentary procedure for approval the Governments's request for funds: The stages involved are:

- (i) a presentation to Parliament of Main Supply Estimates containing the Government's request for funds for the new financial year;
- ii) to support each request, information is provided about what the money will be spent on and who will be responsible for ensuring it will be spent properly;
- iii) Parliament considers these requests;
- iv) if Parliament votes in favour of the requests it passes an Act to make the resources and cash available;
- v) as part of its control, Parliament gives legislative force to the Ambits of the Estimate which specifies the purposes for which the money may be spent; and
- vi) after expenditure has been incurred, it is audited and accounted for to check the amounts and purposes approved have not been exceeded.

Main Estimates

Introduction

The introduction explains the main purpose for the proposed funding.

Part I

Part I states the amount of resources and cash sought for the financial year. Part I will also contain the Ambit, which is a formal description of all the services to be financed from the Estimate.

Part II

Part II contains the functional lines for which provision is sought and the amount of the change, together with any consequential net cash requirement (the resource to cash reconciliation).

Part III

Part III as necessary, gives the expected income and receipts which are not appropriated in aid of expenditure but are paid into the Consolidated Fund.

Supporting Tables

- Forecast Operating Cost Statement
- Forecast Cashflow
- Forecast Reconciliation of net operating costs with net resource outturn and resource budget outturn in support of the forecast Operating Cost Statement.

- A statement of the Accounting Officer responsibilities for the Estimate.
- Appropriation in Aids Analysis providing a statement of the total amount of cash which may be retained by the department to offset expenditure in the year due to its relationship with income which has been or will be appropriated in aid. This will include a footnote at the base of the table to list the Appropriations in Aid.
- where applicable, an analysis of any extra receipts payable to the Consolidated Fund (CFERs) on both an income and cash receipt basis.
- Additional Notes to the Estimate

For convenience, the symbols used throughout the Main Estimates are reproduced below

Public expenditure:

- ★ A section of an Estimate which contains discretionary expenditure.
- Φ Income which is classified as negative in Resource Budgets: DELs or in Capital Budget: DELs in respect of income from capital receipts including assets sales and which are, exceptionally surrendered direct to the Consolidated Fund as extra receipts rather than taken on to the Estimate as appropriations-in-aid.
- Δ Income which are classified as negative in Resource Budget: AME or Capital Budget: AME and which are exceptionally surrendered direct to the Consolidated Fund as extra receipts rather than taken on to the Estimate as appropriations-in-aid.
- Extra receipts which are classified as “other spending outside Departmental Expenditure Limits” and are surrendered to the Consolidated Fund as extra receipts.

Statutory authority for expenditure:

- Items where provision is sought under the sole authority of Part I of the Estimate and of the confirming Appropriation Act.

Accounting and audit arrangements for grants in aid and certain subscriptions, etc, to international organisations:

- ♥ The accounts of this body are audited by the Comptroller and Auditor General and presented to Parliament.
- ◆ The accounts of this body are audited by auditors appointed by the Secretary of State (or Minister) and presented to Parliament. The books and accounts are also open to inspection by the Comptroller and Auditor General.
- ♠ The accounts of this body are audited by auditors appointed by the Secretary of State (or Minister) and presented to Parliament.

CABINET OFFICE

Introduction

1. The Cabinet Office is responsible for collective decision making, including analysis of policy and performance that cut across more than one part of Government, and systems which promote co-ordinated action and presentation. It supports the Prime Minister in his role as Head of Government and provides similar support to Ministers in the Cabinet Office and Offices of the Government Whips on matters for which they are responsible. It promotes improved professional and ethical standards in public services and the efficient and effective service delivery throughout the Civil Service.
2. This Estimate provides for administrative costs and other expenditure of the Cabinet Office. It includes the Offices of the Prime Minister, the Minister of State, the Parliamentary Secretary, Lord Privy Seal, and the Government Chief Whip; the Parliamentary Counsel; Secretariat to the Cabinet; price concessions to public libraries and other publications supplied to UK Members of the European Parliament; and certain other services.
3. The Cabinet Office provides grants to the following organisations: Chequers Trust; British National Committee for the History of the Second World War; European Institute of Public Administration; Association of Young European Administrators; Civil Service Benevolent Fund; Civil Service Sports Council; Civil Service Retirement Fellowship; Disability Partnership; Whitehall and Industry Group; Windsor Fellowship. It also awards funding to certain charities.
4. In addition it covers the Government Car and Despatch Agency, an Executive Agency, the Security and Facilities Division, the Centre for Management and Policy Studies and the Office of the E-Envoy.
5. The expenditure also covers coordination of cross cutting issues of Civil Service Reform; UK anti drugs coordination; social exclusion; and information age government. Further details can be found in section 1 of the Cabinet Office Departmental Report 2001 (Cm 5119).

Cabinet Office			
Part I			
	£		
RfR1 Supporting the Prime Minister's Office closely in ensuring the delivery of Government objectives			
Total net resource requirement			154,003,000
Net cash requirement			142,549,000
Amounts required in the year ended 31 March 2002 for expenditure by the Minister for the Cabinet Office on:			
RfR1: Supporting the Prime Minister's Office closely in ensuring the delivery of Government objectives			
the offices of the Prime Minister, the Minister of State, the Parliamentary Secretary, Lord Privy Seal, and the Government Chief Whip; the Parliamentary Counsel; Secretariat to the Cabinet; on the central management of, and delivery of services to, the Civil Service and wider public sector; delivery of the modernisation of government programme and civil service reform; cross-departmental IT systems; co-ordination of cross-cutting issues including social exclusion, anti-drugs and women's issues; Minister for the Cabinet Office's chairmanship of the Ministerial Committees for Better Government, Biotechnology and Genetically Modified Organisms, and Drugs Misuse; management of the Vacant Civil Estate; grant in aid to certain not for profit organisations; certain other services; and associated non-cash items.			
The Cabinet Office will account for this Estimate			
	<i>Net Total</i>	<i>Allocated in Vote</i>	<i>Balance to</i>
		<i>on Account</i>	<i>Complete</i>
	£	£	£
RfR1	154,003,000	75,817,000	78,186,000
Total net resource requirement	154,003,000	75,817,000	78,186,000
Net Cash Requirement	142,549,000	72,509,000	70,040,000

Cabinet Office										
Part II										
						2001-2002	2000-2001	1999-00		
						£'000	Provision	Outturn		
Resources					Capital					
1	2	3	4	5	6	7	8	9	10	
Admin	Other	Grants	Gross	A-in-A	Net Total	Capital	Non-	Net Total	Net Total	
	Current		Total				Operating	Resource	Resource	
							A-in-A			
RfR 1: Supporting the Prime Minister's Office closely in ensuring the delivery of government objectives										
217,833	2,856	2,400	223,089	69,086	154,003	21,980	149	138,255	137,744	
Spending in Departmental Expenditure Limits (DEL)										
Central Government Spending										
★ A	Cabinet Office									
	137,471	2,856	2,400	142,727	19,708	123,019	15,079	29	124,045	124,774
★ B	Security and Facilities Division									
	13,250			13,250	13,250				-117	-274
★ C	Centre for Management and Policy Studies									
	27,789			27,789	24,180	3,609	750		3,706	-848
★ D	Government Car and Despatch Agency									
	10,737			10,737	11,948	-1,211	1,151	120	-1,300	-1,568
★ E	Corporate IT Strategy									
							5,000			
Spending in Annually Managed Expenditure non-cash items										
★ F	Cabinet Office and Corporate IT Strategy									
	25,821			25,821		25,821			9,305	13,574
★ G	Security Facilities Division									
	125			125		125			116	136
★ H	Centre for Management and Policy Studies									
	1,200			1,200		1,200			1,200	708
★ I	Government Car and Despatch Agency									
	1,440			1,440		1,440			1,300	1,171
Other Spending Outside Departmental Expenditure Limits										
Central Government Spending										
J	Consolidated Cabinet Office									
										71
TOTAL	217,883	2,856	2,400	223,089	69,086	154,003	21,980	149	138,255	137,744
						Accruals to cash adjustment				
								-33,285		
						NET CASH REQUIRED		142,549		

Resource to cash reconciliation			
	2001-02	2000-01	1999-00
	£'000	£'000	£'000
Net Total Resources	154,003	138,255	137,744
Voted Capital Items			
Capital	21,980	64,782	26,976
Less Non-operating A-in-A	149	306	1,575
	21,831	64,476	25,401
Accruals to cash adjustments			
Capital charges	-13,433	-16,044	-11,587
Depreciation	-18,957	-3,940	-7,065
Other non-cash items	-184	-243	-295
Increase(+)Decrease(-) in stock	-	-	341
Increase(+)Decrease(-) in debtors	-	-	1,757
Increase(-)Decrease(+) in creditors	-	-	-12,121
Increase(-)Decrease(+) in provision	-711	-141	79
Extra cash to be CFERd	-	-	-
	-33,285	-20,368	-28,891
Net Cash required	142,549	182,363	134,254

Cabinet Office						
Part III: Extra Receipts payable to the Consolidated Fund						£'000
In addition to appropriations in aid the following income relates to the House of Lords and is payable to the Consolidated Fund (cash receipts being shown in italics):						
	2001-02		2000-01		1999-00	
	<i>Income</i>	<i>Receipts</i>	<i>Income</i>	<i>Receipts</i>	<i>Income</i>	<i>Receipts</i>
Operating income not classified as A-in-A	-	-	-	-	2,180	2,207
Non-operating income not classified as A-in-A	-	-	-	-	-	-
Other income not classified as A-in-A	-	-	-	-	2,180	2,207

Cabinet Office						
FORECAST OPERATING COST STATEMENT						
for the year ended 31 March 2002						
	<i>Provision</i>		<i>Provision</i>		<i>Outturn</i>	
	<i>2001-02</i>		<i>2000-01</i>		<i>1999-00</i>	
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
Administration Costs						
Voted Expenditure						
Staff Costs	82,293		83,244		70,823	
Other Administration Costs	135,540		113,964		110,432	
Gross Administration costs		217,833		197,208		181,255
<i>Operating income</i>		-69,086		-69,726		-70,127
Total Net Administrative Costs		148,747		127,482		111,128
Programme Costs						
Voted Expenditure						
Expenditure		5,256		10,773		26,616
Income						-2,180
<i>Net Programme costs</i>		5,256		10,773		24,436
Non-Voted Expenditure						
Expenditure						
Income						
<i>Net Programme costs</i>		-		-		-
Total Net Programme Costs		5,256		10,773		24,436
NET OPERATING COST		154,003		138,255		135,564
NET RESOURCE OUTTURN		154,003		138,255		137,744
RESOURCE BUDGET OUTTURN		170,601		137,685		133,502

Cabinet Office			
FORECAST CASH FLOW STATEMENT			
for the year ended 31 March 2002			
	Provision	Provision	Provisional
	<i>2001-02</i>	<i>2000-01</i>	<i>1999-00</i>
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
Net cash outflow from operating activities (note i)	-120,718	-117,887	-106,575
Capital expenditure and financial investment (note ii)	-21,831	-64,476	-25,508
Receipts due to the Consolidated Fund which are outside the scope of the departments operations	–		2,207
Payments of amounts due to the Consolidated Fund	0	0	-2,180
Financing (note iii)	142,549	182,363	149,801
Increase (+)/ Decrease (-) in cash in the period	0	0	17,745
Note i: Reconciliation of operating cost to operating cash flows			
Net Operating Cost	154,003	138,255	135,564
Remove non-cash transactions	-33,413	-20,938	-20,930
Adjust for movements in working capital other than cash	0	0	-10,050
Use of provision	128	570	1,991
Net cash outflow from operating activities	120,718	117,887	106,575
Note ii: Analysis of capital expenditure and financial investment			
Tangible fixed asset additions	11,901	58,660	19,180
Intangible fixed asset additions	10,079	6,122	7,796
Proceeds of disposals of fixed assets ⁽²⁾	-120	-279	-1,442
Loans to other bodies	-29	-27	-26
Net cash outflow from investing activities	21,831	64,476	25,508
Note iii: Analysis of financing and reconciliation to the net cash requirement			
From Consolidated Fund (Supply)	142,549	182,363	149,801
From Consolidated Fund (Non-Supply)	–	–	–
Net financing	142,549	182,363	149,801
Increase(-)decrease(+) in cash	–		-17,745
Net cash flows other than financing	–		2,234
CFERs received in prior year and paid over	–		
CFERs received in prior year and not paid over	–		
Net cash requirement for the year	142,549	182,363	134,290

Cabinet Office			
FORECAST RECONCILIATION OF NET OPERATING COST TO NET RESOURCE OUTTURN AND RESOURCE BUDGET OUTTURN			
for the year ended 31 March 2002			
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
	<i>Provision</i>	<i>Provision</i>	<i>Outturn</i>
	<i>2001-02</i>	<i>2000-01</i>	<i>1999-00</i>
Net Resource Outturn	154,003	138,255	137,744
• Adjust for non-Supply expenditure/income including operating income scored as CFERs	–		-2,180
• Adjust for the effects of Prior Period Adjustments in the current and prior years	–		
Net Operating Cost	154,003	138,255	135,564
• Include non-Supply expenditure/income in resource budgets	–		
• Deduct operating income treated as CFER and within public expenditure	–		
• Reverse the deduction of gains and deduct the losses incurred on disposals of assets			-71
• Reverse the write-off of bad debts in respect of income from sales of capital assets			
• Less Welfare to Work	–		
• Remove other expenditure/income shown in the Estimates under the heading "other expenditure outside DEL" that is outside the Resource Budget	–		
• Reverse the effects of Prior Period Adjustments in current year and restate prior year figures	–		
• Adjust for the effects of classification and transfer changes in respect of previous years	–		
• Adjust for Departmental Unallocated Provision	16,726		
• Other Adjustments	-128	-570	-1,991
Resource Budget Outturn	170,601	137,685	133,502
of which			
Departmental Expenditure Limit (DEL)	142,143	126,334	119,904
Annually Managed Expenditure (AME)	28,458	11,351	13,598

EXPLANATION OF ACCOUNTING OFFICERS RESPONSIBILITIES

The Treasury has appointed the Permanent Head of the Cabinet Office, Mrs Mavis McDonald, as Accounting Officer for the Cabinet Office with overall responsibility for preparing the Cabinet Office's Estimate.

The responsibilities of an Accounting Officer, including responsibility for the propriety and regularity of the public finances for which an Accounting Officer is answerable for keeping proper records and for safeguarding the Department's assets, are set out in the Accounting Officer's Memorandum issued by the Treasury and published in Government Accounting.

Cabinet Office						
ANALYSIS OF APPROPRIATIONS IN AID						
	<i>Provision 2001-02</i>		<i>Expected outturn 2000-01</i>		<i>Outturn 1999-00</i>	
	<i>Operating</i>	<i>Non-operating</i>	<i>Operating</i>	<i>Non-operating</i>	<i>Operating</i>	<i>Non-operating</i>
	<i>AinA</i>	<i>AinA</i>	<i>AinA</i>	<i>AinA</i>	<i>AinA</i>	<i>AinA</i>
RfR 01: Supporting the Prime Minister's Office closely in ensuring the delivery of Government objectives						
Income from minor occupiers and other accommodation income	1,750		2,000		1,991	
Sales of services and goods to other government departments and general public	2,019		1,519		1,277	
Sponsorship income	100		1		-	
Income relating to Crown copyright work of HMSO	1,000		1,100		1,173	
Income relating to Employment Opportunities Fund	3		3		3	
Income relating to central management costs of Pensions Schemes	12,886		14,355		13,626	
Recovery of costs of Cabinet Office staff and Prime Minister's Office	950		975		979	
Income from the trading and programme activities of Government Car and Despatch Agency	11,948		12,904		11,000	
Income from the trading and programme activities of Security Facilities Division	13,250		13,992		18,528	
Income from the trading and programme activities of Centre for Management and Policy Studies	24,180		21,256		20,280	
Income from machinery of government changes	0		0		480	
Investments (loan repayment by Civil Service Sports Council and London Hostels Association)		29		30		33
Proceeds from disposals		120		279		258
Other	1,000		1,618		867	2,021
Total	69,086	149	68,549	309	70,304	2,312
* Amount that may be applied as appropriations in aid in addition to the net total, arising from income from minor occupiers of the Department's buildings; sales of services and goods to other government departments and general public; administration of Crown copyright by HMSO; sponsorship income; income from the Employment Opportunities Fund; income in respect of central management costs of the PCSPS, Civil Service Additional Voluntary Contributions Scheme (CSAVC) and civil servants pensionable under the Federation System of Universities (FSSU); refunds from the European Community and receipts iro of international projects; recovery of costs of staff on loan; recovery from staff for miscellaneous items; recovery of costs incurred by the Prime Minister's Office on official visits; receipts from the trading, programme activities of Centre for Policy and Management Studies and Government Car and Despatch Agency; arising from the recovery of income from the sale of fixed assets and from the sale of freehold interest and land; and certain other services.						
** Amount that may be applied as non-operating appropriations in aid, arising from loans to Civil Service Sports Council and London Hostels Association and certain other sales of fixed assets.						

Cabinet Office						
ANALYSIS OF CONSOLIDATED FUND EXTRA RECEIPTS (CFERs)						£'000
	<i>Provision</i>		<i>Provision</i>		<i>Outturn</i>	
	<i>2001-02</i>		<i>2000-01</i>		<i>1999-00</i>	
	<i>Income</i>	<i>Receipts</i>	<i>Income</i>	<i>Receipts</i>	<i>Income</i>	<i>Receipts</i>
In addition to appropriations-in-aid the following income and receipts relate to the department and is payable to the Consolidated Fund.						
Operating income not classified as A-in-A	–	–	–	–	2,180	2,207
Total	–	–	–	–	2,180	2,207

FURTHER NOTES TO THE ESTIMATE

Changes to Accounting Policies

DEL & Administrative Cost Limit The Cabinet Office DEL for 2001-02 is £147,347,000. The Gross Administrative Cost Limit is £124,293,000.

Comparison of provision sought with final provision & forecast outturn

The provision sought for 2001-02 is 11% per cent higher than the final net provision and the forecast outturn in 2000-01 of £138,255,000.

Cash which may be retained to offset expenditure

The total amount of cash which may be retained by the department to offset expenditure in year due to its relationship with income which has or will be appropriated in aid is £69,086,000.

Contingent Liabilities

The amount of contingent liabilities for Cabinet Office is £365,000.

Grants in Aid

The Cabinet Office provides grants above £250,000 to the following organisations:
Civil Service Benevolent Fund £845,000;
Civil Service Sports Council £1,322,000;
Civil Service Retirement Fellowship £265,000

SECURITY AND INTELLIGENCE AGENCIES

Introduction

1. This Estimate provides for all the administration costs and other expenditure of GCHQ, the Secret Intelligence Service (SIS) and the Security Service, together with related expenditure, mainly on research and development work, on behalf of SIS and the Security Service.
2. Provision for accruing superannuation liability charges (ASLCs) for the personnel who are members of the Principal Civil Service Pension Scheme (PCSPS) will be paid to the Civil Superannuation Vote from administration costs in this estimate. ASLCs for other staff will be returned as Consolidated Fund Extra Receipts in Part III of this Estimate.

Security and Intelligence Agencies			
Part I			
			£
RfR1 Protecting and promoting the national security and economic well being of the UK			1,034,742
Total net resource requirement			1,034,742
Net cash requirement			885,943
Amounts required in the year ended 31 March 2002 for expenditure by Her Majesty's Security and Intelligence Agencies on:			
RfR1: Protecting and promoting the national security and economic well being of the UK			
Administration and operational costs, research and developmental works, equipment, pensions and other payments, and associated non-cash items.			
The Cabinet Office will account for this Estimate			
	<i>Net Total</i>	<i>Allocated in Vote</i>	<i>Balance to</i>
		<i>on Account</i>	<i>Complete</i>
	£	£	£
RfR1	1,034,742	465,316	569,426
Total net resource requirement	1,034,742	465,316	569,426
Net Cash Requirement	885,943	398,674	487,269
The Vote on Account refers to this Estimate as the Security and Intelligence Services, the name of the Estimate has subsequently been amended to the Security and Intelligence Agencies.			

Security and Intelligence Agencies										
Part II										
						2001-2002	2000-2001	1999-00		
						£'000	Provision	Outturn		
Resources					Capital					
1	2	3	4	5	6	7	8	9	10	
Admin	Other	Grants	Gross	A-in-A	Net Total	Capital	Non-	Net Total	Net Total	
	Current		Total				Operating	Resource	Resource	
							A-in-A			
RfR 1: Protecting and promoting the national security and economic well being of the UK										
533,646	497,690	32,524	1,063,860	29,118	1,034,742	112,505	2,506	918,025	817,534	
Spending in Departmental Expenditure Limits (DEL)										
Central Government Spending										
★ A	Security and Intelligence Agencies									
462,385	335,803	–	798,188	29,118	769,070	112,505	2,506	710,866	661,751	
Spending in Annually Managed Expenditure (AME)										
Central Government Spending										
B	Security and Intelligence Agencies									
–	–	32,524	32,524	–	32,524	–	–	30,704	29,176	
Non-Cash items										
C	Security and Intelligence Agencies									
71,261	161,887	–	233,148	–	233,148	–	–	176,455	126,607	
Total	533,646	497,690	32,524	1,063,860	29,118	1,034,742	112,505	2,506	918,025	817,534
					Accruals to cash adjustment					
										-258,798
					NET CASH REQUIRED					885,943

Resource to cash reconciliation				
		2001-02	2000-01	1999-00
		£'000	£'000	£'000
Net Total Resources		1,034,742	918,025	817,534
Voted Capital Items				
Capital		112,505	119,608	102,738
Less Non-operating A-in-A		2,506	2,751	–
		109,999	116,857	102,738
Accruals to cash adjustments				
Cost of Capital charges				
Depreciation				
Other non-cash items		-258,798	-208,175	-158,528
Increase(+)Decrease(-) in stock		–	–	–
Increase(+)Decrease(-) in debtors		–	–	–
Increase(-)Decrease(+) in creditors		–	–	–
Increase(-)Decrease(+) in provision		–	–	–
Extra cash to be CFERd		–	–	–
		-258,798	-208,175	-158,528
Net Cash required		885,943	826,707	761,744

Security and Intelligence Agencies						
Part III: Extra Receipts payable to the Consolidated Fund						£'000
In addition to appropriations in aid the following income relates to the Security and Intelligence Agencies and is payable to the Consolidated Fund (cash receipts being shown in italics):						
	2001-02		2000-01		1999-00	
	<i>Income</i>	<i>Receipts</i>	<i>Income</i>	<i>Receipts</i>	<i>Income</i>	<i>Receipts</i>
Operating income not classified as A-in-A	-	-	-	-	-	-
Non-operating income not classified as A-in-A	-	-	-	-	-	-
Other income not classified as A-in-A	-	<i>16,300</i>	-	<i>16,131</i>	-	<i>23,837</i>
	-	16,300	-	16,131	-	23,837

Security and Intelligence Agencies						
FORECAST OPERATING COST STATEMENT						
for the year ended 31 March 2002						
	Provision		Provision		Outturn	
	2001-02		2000-01		1999-00	
	£'000	£'000	£'000	£'000	£'000	£'000
Administration Costs						
Voted Expenditure						
Staff Costs	286,949		301,555		180,158	
Other Administration Costs	247,447		226,314		568,929	
Gross Administration costs		534,396		527,869		749,087
<i>Operating income</i>		<i>-23,605</i>		<i>-35,901</i>		<i>-63,545</i>
Total Net Administration Costs	510,791		491,968		685,542	
Programme Costs						
Voted Expenditure						
Expenditure		532,485		437,497		137,559
Income		-8,534		-11,440		-5,567
<i>Net Programme costs</i>		<i>523,951</i>		<i>426,057</i>		<i>131,992</i>
Non-Voted Expenditure						
Expenditure						
Income						
<i>Net Programme costs</i>						
Total Net Programme Costs		523,951		426,057		131,992
NET OPERATING COSTS		1,034,742		918,025		817,534
NET RESOURCE OUTTURN		1,034,742		918,025		817,534
RESOURCE BUDGET OUTTURN		1,034,742		918,025		817,534

Security and Intelligence Agencies			
FORECAST CASH FLOW STATEMENT			
for the year ended 31 March 2002			
	Provision	Provision	Outturn
	<i>2001-02</i>	<i>2000-01</i>	<i>1999-00</i>
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
Net cash outflow from operating activities (note i)	-759,644	-693,719	-635,169
Capital expenditure and financial investment (note ii)	-109,999 ⁽¹⁾	-116,857 ⁽¹⁾	-102,738 ⁽¹⁾
Receipts due to the Consolidated Fund which are outside the scope of the departments operations	–	–	–
Payments of amounts due to the Consolidated Fund	-16,300	-16,131	-23,837
Financing (note iii)	885,943 ⁽¹⁾	826,707 ⁽¹⁾	761,744 ⁽¹⁾
Increase (+)/ Decrease (-) in cash in the period	–	–	–
Note i: Reconciliation of operating cost to operating cash flows			
Net Operating Cost	1,034,742	918,025	817,534
Remove non-cash transactions	-258,798	-208,175	-158,528
Adjust for movements in working capital other than cash	-16,300	-16,131	-23,837
Use of provisions	–	–	–
Net cash outflow from operating activities	759,644	693,719	635,169
Note ii: Analysis of capital expenditure and financial investment			
Tangible fixed asset additions	112,505	119,608	102,738
Intangible fixed asset additions	–	–	–
Proceeds of disposals of fixed assets	-2,506	-2,751	–
Loans to other bodies	– ⁽¹⁾	– ⁽¹⁾	– ⁽¹⁾
Adjust for movements in working capital on capital expenditure	–	–	–
Adjust for movements in working capital on capital expenditure	–	–	–
Net cash outflow from investing activities	109,999	116,857	102,738
Note iii: Analysis of financing and reconciliation to the net cash requirement			
From Consolidated Fund (Supply) current year expenditure	885,943	826,707	761,744
From Consolidated Fund (Non-Supply)	–	–	–
Net financing	885,943	826,707	761,744
Increase(-)/decrease(+) in cash	–	–	–
Net cash flows other than financing	885,943	826,707	761,744
CFERs received in prior year and paid over	–	–	–
CFERs received in prior year and not paid over	–	–	–
Net cash requirement for the year	885,943	826,707	761,744

⁽¹⁾ Departments need to adjust these figures in order to include NLF net lending to PCs.

⁽²⁾ Includes profit/loss on disposal of fixed assets.

⁽³⁾ Departments need to adjust these figures in order to include interest on NLF net lending to PCs.

Security and Intelligence Agencies			
FORECAST RECONCILIATION OF NET OPERATING COST TO NET RESOURCE OUTTURN AND RESOURCE BUDGET OUTTURN			
for the year ended 31 March 2002			
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
	<i>Provision</i>	<i>Provision</i>	<i>Outturn</i>
	<i>2001-02</i>	<i>2000-01</i>	<i>1999-00</i>
Net Resource Outturn	1,034,742	918,025	817,534
• Add non-voted expenditure in the OCS	–	–	–
• Add Consolidated Fund Extra Receipts in the OCS	–	–	–
• Remove provision voted for earlier years	–	–	–
• Remove other adjustments	–	–	–
Net Operating Cost	1,034,742	918,025	817,534
• Other CFERs	–	–	–
• Full resource consumption of non-departmental public bodies	–	–	–
• Full resource consumption of public corporations	–	–	–
• Capital Grants to the private sector and local authorities	–	–	–
• Gains/Losses from sale of capital assets	–	–	–
• European Union income and related adjustments	–	–	–
• Voted expenditure outside the budget	–	–	–
• Departmental Unallocated resource Provision	–	–	–
• Other adjustments	–	–	–
Resource Budget Outturn	1,034,742	918,025	817,534
of which			
Departmental Expenditure Limit (DEL)	769,070	710,866	661,751
Employment Opportunities Fund expenditure (EOF)	–	–	–
Annually Managed Expenditure (AME)	265,672	207,159	155,783

EXPLANATION OF ACCOUNTING OFFICERS RESPONSIBILITIES

The Treasury has appointed the Secretary of the Cabinet and Head Civil Service, Sir Richard Wilson, as Accounting Officer for the Security and Intelligence Agencies.

The responsibilities of the Accounting Officer, including responsibility for the propriety and regularity of public finances for which an Accounting Officer is answerable for keeping proper records and for safeguarding the Departments assets are set in the Accounting Officer's Memorandum issued by the Treasury and published in Government Accounting.

Security and Intelligence Agencies			
ANALYSIS OF APPROPRIATIONS IN AID			
	Provision		Outturn
	2001-02	2000-01	1999-00
Operating★	29,824	28,673	56,229
Non Operating★★	1,800	1,868	
Total	31,624	30,541	56,229
* Amount that may be applied as appropriations in aid to the net total, arising from the sales of services to other government departments, the recovery of costs of staff on loan, recovery from staff for miscellaneous items and certain other services.			
** Amount that may be applied as non-operating appropriations in aid in addition to the net total, arising from the sale of fixed assets and from the sale of freehold interest and land.			

Security and Intelligence Agencies						
ANALYSIS OF CONSOLIDATED FUND EXTRA (CFERs)						£'000
	Provision		Provision		Outturn	
	2001-02		2000-01		1999-00	
	Income	Receipts	Income	Receipts	Income	Receipts
In addition to appropriations-in-aid the following income and receipts relate to the department and is payable to the Consolidated Fund.						
Other Income	16,300	16,300	16,131	16,131	23,837	23,837
Total	16,300	16,300	16,131	16,131	23,837	23,837
The Accruing Superannuation Liability Charges (ASLCs) for staff in Agencies' pensions schemes are returned to the Exchequer as Consolidated funds.						

FURTHER NOTES TO THE ESTIMATE

Changes to Accounting Policies

Nil.

DEL & Administrative Cost Limit

Departmental Expenditure Limit (DEL) of £879,069,000 and Administrative Cost Limit of £439,530,000.

Comparison of provision sought with final provision & forecast outturn

The provision sought for 2001-02 is 12.71 per cent higher than the final net provision of £918,025,000 and 17.29 per cent higher than the forecast outturn in 2000-01 of £881,642,000.

Symbols are explained in the introduction to this booklet.

CABINET OFFICE: CIVIL SUPERANNUATION

Introduction

1. This Estimate covers the payment of pensions and other benefits to persons covered by the Principal Civil Service Pension Scheme (PCSPS) and certain other statutory schemes, including schemes for civil servants made under the Superannuation Act 1972.
2. Provision is also made for the payment of annual compensation arising from early retirement that was pre-funded by departments, agencies and other bodies covered by the Civil Service Compensation Scheme, in previous years, and received as extra receipts to the Consolidated Fund. The scheme for the central funding of early departures, announced in the White Paper: Continuity and Change (Cm 2627), ended on 31 March 1997. Provision for residual expenditure under that scheme is included.
3. PCSPS employers meet the cost of pension cover for their staff by payment of charges set on an accruals basis. These charges, along with scheme members' contributions, are appropriated in aid of this Estimate.

Cabinet Office: Civil Superannuation		
Part I		
		£
RfR1	Civil Superannuation	1,525,666,000
	Total net resource requirement	1,525,666,000
	Net cash requirement	1,623,400,000

Amounts required in the year ended 31 March 2002 for expenditure by the Cabinet Office on: RfR1: Civil Superannuation the superannuation of civil servants; pensions, etc, in respect of former members of the Royal Irish Constabulary, and other pensions and non-recurrent payments; and for other related services.
The Cabinet Office will account for this Estimate

	<i>Net Total</i>	<i>Allocated in Vote on Account</i>	<i>Balance to Complete</i>
	£	£	£
RfR1	1,525,666,000	686,550,000	839,116,000
Total net resource requirement	1,525,666,000	686,550,000	839,116,000
Net Cash Requirement	1,623,400,000	726,480,000	896,920,000

Cabinet Office: Civil Superannuation									
Part II: Subhead detail									
						2001-2002		2000-2001	1999-00
						£'000		Provision	Outturn
Resources						Capital			
1	2	3	4	5	6	7	8	9	10
Admin	Other	Grants	Gross	A-in-A	Net Total	Capital	Non-	Net Total	Net Total
	Current		Total				Operating	Resource	Resource
							A-in-A		
RfR 1: Civil Superannuation									
-	-	3,167,266	3,167,266	1,641,600	1,525,666	-	-	1,258,870	1,410,498
Spending in Departmental Expenditure Limits (DEL)									
Central Government Spending									
A	Civil Superannuation central funding of early departures								
-	-	-	-	-	-	-	-	-	-
Spending in Annually Managed Expenditure									
Central Government Spending									
B	Civil Superannuation								
-	-	3,167,266	3,167,266	1,641,600	1,525,666	-	-	1,258,870	1,410,498
<i>Non-Cash items</i>									
C	Civil Superannuation central funding of early departures								
-	-								
TOTAL						-	-	1,258,870	1,410,498
Accruals to cash adjustment						97,734			
NET CASH REQUIRED						1,623,400			

Resource to cash reconciliation			
	2001-02	2000-01	1999-00
	£'000	£'000	£'000
Net Total Resources	1,525,666	1,258,870	1,410,498
Voted Capital Items			
Capital	-	-	-
Less Non-operating A-in-A	-	-	-
	-	-	-
Accruals to cash adjustments			
Cost of Capital charges	-	-	-
Depreciation	-	-	-
Other non-cash items	-	-	-
Increase(+)Decrease(-) in stock	-	-	-
Increase(+)Decrease(-) in debtors	-	-	24,454
Increase(-)Decrease(+) in creditors	40,734	55,825	60,749
Increase(-)Decrease(+) in provision	57,000	68,000	81,000
Extra cash to be CFERd	-	-	-
	97,734	123,825	166,203
Net Cash required	1,623,400	1,382,695	1,576,701

Cabinet Office: Civil Superannuation						
Part III: Extra Receipts payable to the Consolidated Fund						£'000
In addition to appropriations in aid the following income relates to the Department and is payable to the Consolidated Fund (<i>cash receipts being shown in italics</i>):-						
	2001-02		2000-01		1999-00	
	<i>Income</i>	<i>Receipts</i>	<i>Income</i>	<i>Receipts</i>	<i>Income</i>	<i>Receipts</i>
Operating income not classified as A-in-A	-	-	-	-	76,477	76,477
Non-operating income not classified as Ain A	-	-	-	-	-	-
Other income not classified as A-in-A	-	-	-	-	140	140
	-	-	-	-	76,617	76,617

Cabinet Office: Civil Superannuation						
FORECAST COMBINED REVENUE ACCOUNT						
for the year ended 31 March 2002						
	Provision		Provision		Outturn	
	2001-02		2000-01		1999-00	
	£'000	£'000	£'000	£'000	£'000	£'000
Programme Costs						
Voted Expenditure						
Income						
PCSPS Contributions receivable	1,476,500	1,403,500		1,385,403		
PCSPS Transfers in	146,000		39,000		82,394	
PCSPS Other income receivable	18,100		14,805		25,944	
Other Schemes Contributions receivable	1,000		1,000		1,290	
		-1,641,600		-1,458,305		-1,525,677
Expenditure						
PCSPS Benefits payable	2,694,000	2,629,000		2,563,644		
PCSPS Leavers	440,000		156,000		234,965	
CSCS Benefits payable	18,266		26,175		17,455	
Other Schemes Benefits payable	15,000		15,000		13,117	
		3,167,266		2,717,175		2,859,698
Net Programme Costs		1,525,666		1,258,870		1,334,021
TOTAL NET OUTGOINGS FOR THE YEAR		1,525,666		1,258,870		1,334,021
NET RESOURCE OUTTURN		1,525,666		1,258,870		1,410,498
RESOURCE BUDGET OUTTURN		1,525,666		1,258,870		1,334,021

EXPLANATION OF ACCOUNTING OFFICER RESPONSIBILITIES

The Treasury has appointed the Permanent Head of the Cabinet Office, Mrs Mavis McDonald, as Accounting Officer with responsibility for preparing the Estimate for Civil Superannuation.

The responsibilities of an Accounting Officer, including responsibility for the propriety and regularity of public finances for which an Accounting Officer is answerable, for keeping proper records and for safeguarding the Pension Scheme's assets, are set out in the Accounting Officers' Memorandum, issued by the Treasury and published in Government Accounting.

Cabinet Office: Civil Superannuation			
Analysis of Appropriations in Aid	£'000		
	<i>Provision</i>	<i>Provision</i>	<i>Outturn</i>
	<i>2001-02</i>	<i>2000-01</i>	<i>1999-00</i>
RfR1: Civil Superannuation			
Operating	1,641,600	1,458,305	1,449,200
Non Operating	-	-	-
Total	1,641,600	*1,458,305	*1,449,200
<p>*Amount that may be applied as appropriations in aid in addition to the net total, arising from charges received from departments and others on account of the cost of pension cover provided for their staff; periodical contributions for widows', widowers' and dependants' benefits, other superannuation contributions and transfer values received and bulk transfer value receipts.</p>			

Cabinet Office: Civil Superannuation						
Analysis of Consolidated Fund Extra Receipts (CFERs)						£'000
In addition to appropriations-in-aid the following income and receipts relate to the department and are payable to the Consolidated Fund (cash receipts being shown in italics):-						
	<i>2001-02</i>		<i>2000-01</i>		<i>1999-00</i>	
	<i>Income</i>	<i>Receipts</i>	<i>Income</i>	<i>Receipts</i>	<i>Income</i>	<i>Receipts</i>
Excess Appropriations in Aid	-	-	-	-	45,831	45,831
Income from departments for pre-funding of early retirement costs	-	-	-	-	30,646	30,646
Other CFERs	-	-	-	-	140	140
Total	-	-	-	-	76,617	76,617

FURTHER NOTES TO THE ESTIMATE

Comparison of provision sought with final provision & forecast outturn The net resource provision sought for 2001-02 of £1,526 million is 10 per cent higher than the final net resource provision for 2000-01 of £1,368 million and 33 per cent higher than the forecast outturn for that year of £1,016 million.

Cash which may be retained to offset expenditure

Cash which may be retained by the Cabinet Office to offset expenditure in the year due to its relationship with income which has been or will be appropriated in aid for:

	<i>2001-02</i>	<i>2000-01</i>	<i>1999-00</i>
		<i>Provision</i>	<i>Outturn</i>
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
	1,641,600	1,458,305	1,449,200

CENTRAL OFFICE OF INFORMATION

Introduction

1. This Vote is treated as the Departmental Expenditure Limit.
2. The vote covers the Central Advisory Service for for publicity advice provided centrally.
3. Since 1988–89 COI's income has been treated as appropriations in aid, but from 1 April 1991 COI's repayment services were transferred to a trading fund.
4. The provision sought for 2001–02 is the same as the final net provision and forecast outturn for 2000–01.

Central Office of Information			
Part I			
	£		
RfR1: Achieving maximum communication effectiveness with best value for money	811,000,000		
Total net resource requirement	811,000,000		
Net cash requirement	806,000,000		
Amounts required in the year ended 31 March 2002 for expenditure by the Central Office of Information:			
RfR1: Achieving maximum communication effectiveness with best value for money			
advice to government centrally on publicity matters and associated non-cash items.			
The Central Office of Information will account for this Estimate			
	<i>Net Total</i>	<i>Allocated in Vote</i>	<i>Balance to</i>
		<i>on Account</i>	<i>Complete</i>
	£	£	£
RfR1	811,000,000	15,560,000	795,440,000
Total net resource requirement	811,000,000	18,440,000	792,560,000
Net cash requirement	806,000,000	23,085,000	782,915,000
Footnote			
the amount which is subject to the passage of legislation which has passed Second Reading in the Commons			

ANNEX C

Central Office of Information										
Part II										
Resources						2001-2002		2000-2001	1999-00	
						£'000		Provision	Outturn	
1	2	3	4	5	6	Capital		9	10	
Admin	Other	Grants	Gross	A-in-A	Net Total	Capital	Non-	Net Total	Net Total	
	Current		Total				Operating	Resource	Resource	
							A-in-A			
RfR 1: Achieving maximum communication effectiveness with best value for money										
-	811	-	811	-	811	-	-	811	711	
Spending in Departmental Expenditure Limits (DEL)										
Central Government Spending										
A	COI - publicity and advisory service									
-	811	-	811	-	811	-	-	811	711	
TOTAL	-	811	-	811	-	811	-	811	711	
							Accruals to cash adjustment			
									-5	
							NET CASH REQUIRED		806	

Resource to cash reconciliation			
	2001-02	2000-01	1999-00
	£'000	£'000	£'000
Net Total Resources	811	811	711
Voted Capital Items			
Capital	-	-	-
Less Non-operating A-in-A	-	-	-
	-	-	-
Accruals to cash adjustments			
Capital charges	-	-	-
Depreciation	-	-	-
Other non-cash items	-5	-5	-5
Increase(+)Decrease(-) in stock	-	-	-
Increase(+)Decrease(-) in debtors	-	-	-
Increase(-)Decrease(+) in creditors	-	-	-
Increase(-)Decrease(+) in provision	-	-	-
Extra cash to be CFERd	-	-	-
	-5	-5	-5
Net Cash required	806	806	706

Central Office of Information	
Part III: Extra Receipts payable to the Consolidated Fund	£'000
No income or receipts were received in 1999-00. None are expected in 2000-01 or 2001-02	

Central Office of Information						
FORECAST OPERATING COST STATEMENT						
for the year ended 31 March 2002						
	<i>Provision</i>		<i>Provision</i>		<i>Outturn</i>	
	<i>2001-02</i>		<i>2000-01</i>		<i>1999-00</i>	
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
Programme Costs						
Voted Expenditure						
Expenditure		811		811		711
Income		–		–		–
Total Net Programme Costs		811		811		711
NET OPERATING COSTS		811		811		711
NET RESOURCE OUTTURN		811		811		711
RESOURCE BUDGET OUTTURN		811		811		711

Central Office of Information			
FORECAST CASH FLOW STATEMENT			
for the year ended 31 March 2002			
	Provision	Provision	Outturn
	<i>2001-02</i>	<i>2000-01</i>	<i>1999-00</i>
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
Net cash outflow from operating activities (note i)	-806	-806	-706
Capital expenditure and financial investment (note ii)	-	-	-
Receipts due to the Consolidated Fund which are outside the scope of the departments operations	-	-	-
Payments of amounts due to the Consolidated Fund	-	-	-
Financing (note iii)	806	806	706
Increase (+)/ Decrease (-) in cash in the period	-	-	-
Note i: Reconciliation of operating cost to operating cash flows			
Net Operating Cost	811	811	711
Remove non-cash transactions	-5	-5	-5
Adjust for movements in working capital other than cash	-	-	-
Adjust for transfers from provision	-	-	-
Accruals to cash adjustment for CFERs that pass through the OCS	-	-	-
Net cash outflow from operating activities	806	806	706
Note ii: Analysis of capital expenditure and financial investment			
Purchase of fixed asset	-	-	-
Proceeds of disposals of fixed assets	-	-	-
Loans to other bodies	-	-	-
Adjust for movements in working capital on capital expenditure	-	-	-
Net cash outflow from investing activities	-	-	-
Note iii: Analysis of financing and reconciliation to the net cash requirement			
From Consolidated Fund (Supply)	806	806	706
From Consolidated Fund (Non-Supply)	-	-	-
Net financing	806	806	706
Increase(-)decrease(+) in cash	-	-	-
Net cash flows other than financing	806	806	706
CFERs received in prior year and paid over	-	-	-
CFERs received in prior year and not paid over	-	-	-
Net cash requirement for the year	806	806	706

Central Office of Information			
FORECAST RECONCILIATION OF NET OPERATING COST TO NET RESOURCE OUTFLOW AND RESOURCE BUDGET OUTFLOW			
for the year ended 31 March 2002			
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
	<i>Provision</i>	<i>Provision</i>	<i>Outflow</i>
	<i>2001-02</i>	<i>2000-01</i>	<i>1999-00</i>
Net Resource Outflow	811	811	711
• Adjust for non-voted expenditure in the OCS	–	–	–
• Adjust for CFERs in the OCS	–	–	–
• Adjust for Provision voted in earlier years	–	–	–
• Other adjustments	–	–	–
Net Operating Cost	811	811	711
• Other CFERs	–	–	–
• Full resource consumption of non-departmental public bodies	–	–	–
• Full resource consumption of public corporations	–	–	–
• Capital Grants to the private sector and local authorities	–	–	–
• Gains/Losses from sale of capital assets	–	–	–
• European Union income and related adjustments	–	–	–
• Voted expenditure outside the budget	–	–	–
• Departmental Unallocated resource Provision	–	–	–
• Other adjustments	–	–	–
Resource Budget Outflow	811	811	711
of which			
Departmental Expenditure Limit (DEL)	811	811	711
Employment Opportunities Fund expenditure (EOF)	–	–	–
Annually Managed Expenditure (AME)	–	–	–

CENTRAL OFFICE OF INFORMATION

EXPLANATION OF ACCOUNTING OFFICERS RESPONSIBILITIES

Principal Accounting Officer

The Treasury has appointed the Director General of the Central Office of Information, Ms Carol Fisher, as Accounting Officer of the Department with responsibility for preparing the Department's Estimate.

The responsibilities of an Accounting Officer, including responsibility for the propriety and regularity of the public finances for which an Accounting Officer is answerable, for keeping proper records and for safeguarding the Department's assets, are set out in the Accounting Officers' Memorandum, issued by the Treasury and published in *Government Accounting*.

Central Office of Information			
ANALYSIS OF APPROPRIATIONS IN AID			
	<i>Provision</i>	<i>Provision</i>	<i>Outturn</i>
	<i>2001-02</i>	<i>2000-01</i>	<i>1999-00</i>
Operating	–	–	–
Non Operating	–	–	–
Total	–	–	–

CENTRAL OFFICE OF INFORMATION

Changes to Accounting Policies	The DEL for the Central Office of Information is £811,000.
DEL & Administrative Cost Limit	The DEL for the Central Office of Information is £811,000.
Comparison of provision sought with final provision & forecast outturn	The provision sought for 2001-02 is the same as the final net provision and the forecast outturn in 2000-01 of £811,000.
Expenditure resting on the sole authority of the Appropriate Act	Nil.
Expenditure in the form of adjustable advances	Nil.
Staff Benefits	Nil.
Cash which may be retained to offset expenditure	Nil.
Contingent Liabilities	Nil.
Grants in Aid	Nil.
International Subscription	Nil.

PRIVY COUNCIL OFFICE

Introduction

1. This Estimate provides for the running costs of the Privy Council Office which is mainly responsible for Royal Charters and Orders in Council; and the Judicial Committee of the Privy Council, the highest court of appeals from certain Commonwealth countries, and for devolution issues arising out of the Scotland Act 1998. The Estimate also pays for the running of the private offices and salaries of the President of the Council, Leader of the House of Commons and the Parliamentary Secretary Privy Council Office and the Business Co-ordination Unit.
2. Expenditure contained in this Estimate is explained in the 2001 Departmental Report.
2. Symbols are explained in the Introduction to this booklet.

Privy Council Office			
Part I			
			£
RFR1 Ensuring the orderly conduct of Privy Council Office business			3,408,000
Total net resource requirement			3,408,000
Net cash requirement			3,396,000
<i>Amounts required in the year ended 31 March 2002 for expenditure by the Department of Her Majesty's Privy Council on:</i>			
RFR1: Ensuring the orderly conduct of Privy Council Office business			
Administration and associated non-cash items			
The Privy Council Office Office will account for this Estimate			
	<i>Net Total</i>	<i>Allocated in Vote</i>	<i>Balance to</i>
		<i>on Account</i>	<i>Complete</i>
	£	£	£
RFR1	3,408,000	1,527,000	1,881,000
Total net resource requirement	3,408,000	1,527,000	1,881,000
Net Cash Requirement	3,396,000	1,521,000	1,875,000
Footnote			
the amount which is subject to the passage of legislation which has passed Second Reading in the Commons			

Privy Council Office										
Part II										
						2001-02	2000-01	1999-00		
						£'000	Provision	Outturn		
Resources					Capital					
1	2	3	4	5	6	7	8	9	10	
Admin	Other	Grants	Gross	A-in-A	Net Total	Capital	Non-	Net Total	Net Total	
	Current		Total				Operating	Resource	Resource	
							A-in-A			
RfR 1: Ensuring the orderly conduct of Privy Council Office business										
3,448	-	-	3,448	40	3,408	-	-	3,319	2,291	
Spending in Departmental Expenditure Limits (DEL)										
Central Government Spending										
A	Administration									
3,445	-	-	3,445	40	3,405	-	-	3,314	2,239	
Spending in Annually Managed Expenditure (AME)										
Central Government Spending										
Non-Cash items										
B	Administration									
3	-	-	3	-	3	-	-	5	52	
TOTAL	3,448	-	3,448	40	3,408	-	-	3,319	2,291	
						Accruals to cash adjustment		12		
						NET CASH REQUIRED		3,396		

Resource to cash reconciliation			
	2001-02	2000-01	1999-00
	£'000	£'000	£'000
Net Total Resources	3,408	3,319	2,291
Voted Capital Items			
Capital	-	-	-
Less Non-operating A-in-A	-	-	-
	-	-	-
Accruals to cash adjustments			
Capital charges	-2	-3	-1
Depreciation	-1	-2	-51
Other non-cash items	-20	-20	-20
Increase(+)Decrease(-) in stock	-	-	-
Increase(+)Decrease(-) in debtors	-	-	-73
Increase(-)Decrease(+) in creditors	-	-	67
Increase(-)Decrease(+) in provision	11	11	11
Extra cash to be CFERd	-	-	-
	-12	-14	-67
Net Cash required	3,396	3,305	2,224

Privy Council Office	
Part III: Extra Receipts payable to the Consolidated Fund	£'000
No income or receipts were received in 1999-00. None are expected in 2000-01 or 2001-02	

Privy Council Office						
FORECAST OPERATING COST STATEMENT						
for the year ended 31 March 2002						
	Provision		Provision		Outturn	
	2001-02		2000-01		1999-00	
	£'000	£'000	£'000	£'000	£'000	£'000
Administrative Costs						
Voted Expenditure						
Staff Costs	1,059		1,360		1,029	
Other Administration Costs	2,389		1,999		1,302	
Gross Administration costs		3,448		3,359		2,331
<i>Operating income</i>		-40		-40		-40
Total Net Administration Costs		3,408		3,319		2,291
NET OPERATING COSTS		3,408		3,319		2,291
NET RESOURCE OUTTURN		3,408		3,319		2,291
RESOURCE BUDGET OUTTURN		3,397		3,308		2,280

Privy Council Office			
FORECAST CASH FLOW STATEMENT			
for the year ended 31 March 2002			
	Provision	Provision	Outturn
	<i>2001-02</i>	<i>2000-01</i>	<i>1999-00</i>
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
Net cash outflow from operating activities (note i)	-3,396	-3,305	-2,224
Capital expenditure and financial investment (note ii)	-	-	-
Receipts due to the Consolidated Fund which are outside the scope of the departments operations	-	-	-
Payments of amounts due to the Consolidated Fund	-	-	-
Financing (note iii)	3,396	3,305	2,224
Increase (+)/ Decrease (-) in cash in the period	-	-	-
Note i: Reconciliation of operating cost to operating cash flows			
Net Operating Cost	3,408	3,319	2,291
Adjust for non-cash transactions	-23	-25	-72
Adjust for movements in working capital other than cash	-	-	-6
Adjust for transfers from provision	11	11	11
Accruals to cash adjustment for CFERs that pass through the OCS	-	-	-
Net cash outflow from operating activities	3,396	3,305	2,224
Note ii: Analysis of capital expenditure and financial investment			
Purchase of fixed asset	-	-	-
Proceeds of disposals of fixed assets	-	-	-
	-	-	-
Loans to other bodies	-	-	-
Adjust for movements in working capital on capital expenditure	-	-	-
Net cash outflow from investing activities	-	-	-
Note iii: Analysis of financing and reconciliation to the net cash requirement			
From Consolidated Fund (Supply)	3,396	3,305	2,224
From Consolidated Fund (Non-Supply)	-	-	-
Net financing	3,396	3,305	2,224
Increase(-)/decrease(+) in cash	-	-	-
Net cash flows other than financing	3,396	3,305	2,224
CFERs received in prior year and paid over	-	-	-
CFERs received in prior year and not paid over	-	-	-
Net cash requirement for the year	3,396	3,305	2,224

Privy Council Office			
FORECAST RECONCILIATION OF NET OPERATING COST TO NET RESOURCE OUTTURN AND RESOURCE BUDGET OUTTURN			
for the year ended 31 March 2002			
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
	<i>Provision</i>	<i>Provision</i>	<i>Outturn</i>
	<i>2001-02</i>	<i>2000-01</i>	<i>1999-00</i>
Net Resource Outturn	3,408	3,319	2,291
• Adjust for non-voted expenditure in the OCS	–	–	–
• Adjust for CFERs in the OCS	–	–	–
• Adjust for Provision voted in earlier years	–	–	–
• Other adjustments	–	–	–
Net Operating Cost	3,408	3,319	2,291
• Other CFERs	–	–	–
• Full resource consumption of non-departmental public bodies	–	–	–
• Full resource consumption of public corporations	–	–	–
• Capital Grants to the private sector and local authorities	–	–	–
• Gains/Losses from sale of capital assets	–	–	–
• European Union income and related adjustments	–	–	–
• Voted expenditure outside the budget	–	–	–
• Departmental Unallocated resource Provision	–	–	–
• Other adjustments	-11	-11	-11
Resource Budget Outturn	3,397	3,308	2,280
of which			
Departmental Expenditure Limit (DEL)	3,405	3,314	2,239
Employment Opportunities Fund expenditure (EOF)	–	–	–
Annually Managed Expenditure (AME)	-8	-6	41

EXPLANATION OF ACCOUNTING OFFICERS RESPONSIBILITIES

The Treasury has appointed the Clerk of the Council, Mr Alex Galloway, as Accounting Officer to the Privy Council Office with responsibility for preparing the Department's Estimate.

The responsibilities of an Accounting Officer including responsibility for the propriety and regularity of public finances for which an Accounting Officer is answerable, for keeping proper records and for safeguarding the Department's assets, are set out in the Accounting Officer's Memorandum, issued by the the Treasury and published in Government Accounting.

Privy Council Office			
ANALYSIS OF APPROPRIATIONS IN AID			
	<i>Provision</i>	<i>Provision</i>	<i>Outturn</i>
	<i>2001-02</i>	<i>2000-01</i>	<i>1999-00</i>
Operating	40	40	40
Non Operating	–	–	–
Total	40	40	40

Appropriation in aid include fees levied in respect of appeals and other proceedings before the Judicial Committee of the Privy Council

FURTHER NOTES TO THE ESTIMATE

Changes to Accounting Policies	set out details of relevant Department Expenditure Limits and Administrative Cost Limits.						
DEL & Administrative Cost Limit	The Privy Council Office DEL for 2001–2002 is £3,405,000, and the Administrative Cost Limit is £3,405,000.						
Comparison of provision sought with final provision & forecast outturn	The provision sought for 2001–2002 is 27 per cent higher than the final net provision for 2000–2001 of £3,319,000.						
Expenditure resting on the sole authority of the Appropriation Act	Nil.						
Expenditure in the form of adjustable advances	Cash which may be retained by the department to offset expenditure in the year due to its relationship with in which has been or will be appropriated in aid for: <table> <thead> <tr> <th>2001-02 (Provision) £'000</th> <th>2000-01 (Provision) £'000</th> <th>1999-00 (Outturn) £'000</th> </tr> </thead> <tbody> <tr> <td>40</td> <td>40</td> <td>40</td> </tr> </tbody> </table>	2001-02 (Provision) £'000	2000-01 (Provision) £'000	1999-00 (Outturn) £'000	40	40	40
2001-02 (Provision) £'000	2000-01 (Provision) £'000	1999-00 (Outturn) £'000					
40	40	40					
Contingent Liabilities	Nil.						
Grants in Aid	Nil.						
International Subscription	Nil.						

HOUSE OF COMMONS

Introduction

1. This estimate provides for expenditure by the House of Commons on remunerating and supporting the Members of the House of Commons in discharging their duties and responsibilities, in the constituency, in Parliament and elsewhere. It allows for the payment of: parliamentary salaries; for relevant expenses incurred, including travel, office, staff and equipment; for insurance; for other associated items and accounting for associated non cash items. It also provides for financial assistance to Opposition parties and an Exchequer contribution to the Members' Fund.
2. The net cash requirement sought for 2001-02 is 3.8 per cent higher than the final net cash requirement and forecast outturn for 2000-01 of £95,416,000.

House of Commons			
Part I			
	£		
RfR1: Members' salaries and expenses	93,574,000		
RfR2: Grants to other bodies	5,347,000		
Total net resource requirement	98,921,000		
Net cash requirement	99,065,000		
Amounts required in the year ended 31 March 2002 for expenditure by the House of Commons on:			
RfR1: Members' salaries and expenses	Remunerating and supporting the Members of the House of Commons in discharging their duties and responsibilities, in the constituency, in Parliament and elsewhere by paying: parliamentary salaries; for relevant expenses incurred, including travel, office, staff and equipment; for insurance; for other associated items and accounting for associated non cash items.		
RfR2: Grants to other bodies	financial assistance to Opposition parties and an Exchequer contribution to the Members' Fund.		
The Clerk of the House of Commons will account for this Estimate			
	<i>Net Total</i>	<i>Allocated in Vote</i>	<i>Balance to</i>
		<i>on Account</i>	<i>Complete</i>
	£	£	£
RfR1	93,574,000	42,173,000	51,401,000
RfR2	5,347,000	2,341,000	3,006,000
Total net resource requirement	98,921,000	44,579,000	54,342,000
Net cash requirement	99,065,000	44,579,000	54,486,000

ANNEX C

House of Commons											
Part II											
Resources						2001-02		2000-01	1999-00		
						£'000		Provision	Outturn		
1	2	3	4	5	6	Capital		7	8	9	10
Admin	Other	Grants	Gross	A-in-A	Net Total	Capital	Non-	Net Total	Net Total	Resource	Resource
	Current		Total				Operating	Resource	Resource		
							A-in-A				
RfR 1: House of Commons Members' salaries etc											
-	93,574	-	93,574	-	93,574	-	-	90,217			
Spending in Departmental Expenditure Limits (DEL)											
Central Government Spending											
A	Members' salaries etc										
-	93,574	-	93,574	-	93,574	-	-	90,217			
Spending in Annually Managed Expenditure											
Central Government Spending											
B	Members' salaries etc										
-	-	-	-	-	-	-	-	-	-	-	-
RfR2: Grants to other bodies											
-	-	5,347	5,347	-	5,347	-	-	5,199			
Spending in Departmental Expenditure Limits (DEL)											
Central Government Spending											
A	House of Commons										
-	-	5,347	5,347	-	5,347	-	-	5,199			
TOTAL	-	93,574	5,347	98,921	-	98,921	-	-	95,416		
							Accruals to cash adjustment		144		
							NET CASH REQUIRED		99,065		

Resource to cash reconciliation			
	2001-02	2000-01	1999-00
	£'000	£'000	£'000
Net Total Resources	98,921	95,416	
Voted Capital Items			
Capital	-	-	-
Less Non-operating A-in-A	-	-	-
	-	-	-
Accruals to cash adjustments			
Capital charges	-	-	-
Depreciation	-	-	-
Other non-cash items	-	-	-
Increase(+)Decrease(-) in stock	-	-	-
Increase(+)Decrease(-) in debtors	-	-	-
Increase(-)Decrease(+) in creditors	144	-	-
Increase(-)Decrease(+) in provision	-	-	-
Extra cash to be CFERd	-	-	-
	144	-	-
Net Cash required	99,065	95,416	

House of Commons	
Part III: Extra Receipts payable to the Consolidated Fund	£'000
No income or receipts were received in 1999-00. None are expected in 2000-01 or 2001-02	

House of Commons						
FORECAST OPERATING COST STATEMENT						
for the year ended 31 March 2002						
	Provision		Provision		Outturn	
	2001-02		2000-01		1999-00	
	£'000	£'000	£'000	£'000	£'000	£'000
Programme Costs						
Request for Resources 1						
Expenditure	93,574		90,217			
Income						
		93,574		90,217		
Request for Resources 2						
Expenditure	5,347		5,199			
Income						
		5,347		5,199		
Total Net Programme Costs						
	98,921		95,416			
NET OPERATING COSTS	98,921		95,416			
NET RESOURCE OUTTURN	98,921		95,416			
RESOURCE BUDGET OUTTURN	98,921		95,416			

House of Commons			
FORECAST CASH FLOW STATEMENT			
for the year ended 31 March 2002			
	Provision	Provision	Outturn
	<i>2001-02</i>	<i>2000-01</i>	<i>1999-00</i>
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
Net cash outflow from operating activities (note i)	-99,065	-95,416	
Capital expenditure and financial investment (note ii)			
Receipts due to the Consolidated Fund which are outside the scope of the departments operations	-	-	
Payments of amounts due to the Consolidated Fund	-	-	
Financing (note iii)	99,065	95,416	
Increase (+)/ Decrease (-) in cash in the period	-	-	
Note i: Reconciliation of operating cost to operating cash flows			
Net Operating Cost	98,921	95,416	
Remove non-cash transactions	-	-	
Adjust for movements in working capital other than cash	144	-	
Adjust for transfers from provision	-	-	-
Accruals to cash adjustment for CFERs that pass through the OCS	-	-	-
Net cash outflow from operating activities	99,065	95,416	
Note ii: Analysis of capital expenditure and financial investment			
Purchase of fixed asset			
Proceeds of disposals of fixed assets	-	-	-
			-
Loans to other bodies	-	-	-
Adjust for movements in working capital on capital expenditure	-	-	-
Net cash outflow from investing activities			
Note iii: Analysis of financing and reconciliation to the net cash requirement			
From Consolidated Fund (Supply)	99,065	95,416	
From Consolidated Fund (Non-Supply)	-	-	-
Net financing	99,065	95,416	
Increase(-)/decrease(+) in cash	0	0	
Net cash flows other than financing	99,065	95,416	
CFERs received in prior year and paid over	-	-	-
CFERs received in prior year and not paid over	-	-	-
Net cash requirement for the year	99,065	95,416	

House of Commons			
FORECAST RECONCILIATION OF NET OPERATING COST TO NET RESOURCE OUTFURN AND RESOURCE BUDGET OUTFURN			
for the year ended 31 March 2002			
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
	<i>Provision</i>	<i>Provision</i>	<i>Outturn</i>
	<i>2001-02</i>	<i>2000-01</i>	<i>1999-00</i>
Net Resource Outturn	98,921	95,416	
• Adjust for non-voted expenditure in the OCS	–	–	–
• Adjust for CFERs in the OCS	–	–	–
• Adjust for Provision voted in earlier years	–	–	–
• Other adjustments	–	–	–
Net Operating Cost	98,921	95,416	
• Other CFERs	–	–	–
• Full resource consumption of non-departmental public bodies	–	–	–
• Full resource consumption of public corporations	–	–	–
• Capital Grants to the private sector and local authorities	–	–	–
• Gains/Losses from sale of capital assets	–	–	–
• European Union income and related adjustments	–	–	–
• Voted expenditure outside the budget	–	–	–
• Departmental Unallocated resource Provision	–	–	–
• Other adjustments	–	–	–
Resource Budget Outturn	98,921	95,416	
of which			
Departmental Expenditure Limit (DEL)	98,921	95,416	
Employment Opportunities Fund expenditure (EOF)	–	–	–
Annually Managed Expenditure (AME)	–	–	–

HOUSE OF COMMONS

EXPLANATION OF ACCOUNTING OFFICERS RESPONSIBILITIES

The Clerk of the House of Commons, Mr W R McKay CB, has been appointed as Accounting Officer for the House of Commons Members' salaries, etc Vote with overall responsibility for preparing the Members' salaries, etc Estimate.

The responsibilities of an Accounting Officer, including responsibility for the propriety and regularity of the public finances for which an Accounting Officer is answerable and for keeping proper records are set out in the Accounting Officer's memorandum issued by the Treasury and published in Government Accounting.

House of Commons			
ANALYSIS OF APPROPRIATIONS IN AID			
	<i>Provision</i>	<i>Provision</i>	<i>Outturn</i>
	<i>2001-02</i>	<i>2000-01</i>	<i>1999-00</i>
Operating	–	–	–
Non Operating	–	–	–
Total	–	–	–

* Amount that may be applied as operating appropriations in aid in addition to the net total, arising from.

** Amount that may be applied as non-operating appropriations in aid in addition to the net total, arising from.

HOUSE OF COMMONS

Changes to Accounting Policies	Introduction of Resource Accounting as a result of the Government Resource Accounts Act (2000).
DEL & Administrative Cost Limit	There is no administrative expenditure on this Estimate.
Comparison of provision sought with final provision & forecast outturn	The net cash requirement sought for 2001-02 is 3.8 per cent higher than the final net cash requirement and forecast outturn for 2000-01 of £95,416,000.
Expenditure in the form of adjustable advances	Nil.
Staff Benefits	Nil.
Cash which may be retained to offset expenditure	Nil.
Contingent Liabilities	Nil.
Grants in Aid	The Members' salaries, etc Estimate funds grants for: financial assistance to Opposition parties £5,132,000 and the Members Fund £215,000.
International Subscription	Nil.

HOUSE OF LORDS

Introduction

1. The House of Lords' resource estimate includes two requests for resources. RfR1 -Peer's Expenses, Administration etc includes 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. This includes staff salaries, supplies, catering services, 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. RfR2 -Works Services covers accommodation costs, including capital works, maintenance and utilities in respect of the Parliamentary Estate shared with the House of Commons.
2. Control is vested in the House of Lords' Offices Committee, appointed each session. The spending plans provide for a uniform level of service to the House and its Committees.

House of Lords			
Part I			
			£
RfR1	Peer's Expenses, Administration, etc		33,552,000
RfR2	Work Services		37,002,000
	Total net resource requirement		70,554,000
	Net cash requirement		51,282,000
Amount required in the year ended 31 March 2002 for expenditure by the House of Lords on:			
RfR1: Peers' Expenses, Administration, etc	Peers' expenses, administrative costs and associated non-cash items, including staff pensions, security, stationery, printing, financial assistance to Opposition parties, and a grant in aid to the History of Parliament Trust.		
RfR2: Works Services	Works Services and associated non-cash items, including a payment to the House of Commons in respect of Administration and a grant in aid to the House of Lords' Works of Art Collection Fund		
	The House of Lords' Offices will account for this Estimate		
	<i>Net Total</i>	<i>Allocated in Vote</i>	<i>Balance to</i>
		<i>on Account</i>	<i>Complete</i>
	£	£	£
RfR1	33,552,000	15,098,000	18,454,000
RfR2	37,002,000	16,651,000	20,351,000
Total net resource requirement	70,554,000	31,749,000	38,805,000
Net cash requirement	51,282,000	23,077,000	28,205,000
Footnote			
the amount which is subject to the passage of legislation which has passed Second Reading in the Commons			

House of Lords										
Part II										
Resources						2001-02		2000-01	1999-00	
						£'000		Provision	Outturn	
1	2	3	4	5	6	Capital		7	8	
Admin	Other	Grants	Gross	A-in-A	Net Total	Capital	Non-	Net Total	Net Total	
	Current		Total				Operating	Resource	Resource	
							A-in-A			
RFR 1: Peers Expenses and Administration										
-	36,877	260	37,137	3,585	33,552	1,056	47	31,550	30,780	
Spending in Departmental Expenditure Limits (DEL)										
Central Government Spending										
A	Functioning of Parliament									
-	34,292	260	34,552	3,585	30,967	1,056	47	29,157	28,632	
Spending in Annually Managed Expenditure										
Central Government Spending										
B	Functioning of Parliament									
-	2,558	-	2,558	-	2,558	-	-	2,364	2,101	
Other Spending Outside Departmental Expenditure Limited										
C	Functioning of Parliament									
-	27	-	27	-	27	-	-	29	47	
RFR 2: Works Services										
-	37,014	-	37,014	12	37,002	4,004	25	37,395	33,067	
Spending in Departmental Expenditure Limits (DEL)										
Central Government Spending										
A	Works Services									
-	13,342	-	13,342	12	13,330	4,004	25	15,257	12,328	
Spending in Annually Managed Expenditure										
Central Government Spending										
B	Works Services									
-	23,656	-	23,656	-	23,656	-	-	22,122	20,723	
Other Spending Outside Departmental Expenditure Limits										
C	Works Services									
-	16	-	16	-	16	-	-	16	16	
TOTAL	-	73,891	260	74,151	3,597	70,554	5,060	72	68,945	63,847
Accruals to cash adjustment						-24,260				
NET CASH REQUIRED						51,282				

Resource to cash reconciliation			
	2001-02	2000-01	1999-00
	£'000	£'000	£'000
Net Total Resources	70,554	68,945	63,847
Voted Capital Items			
Capital	5,060	3,914	3,154
Less Non-operating A-in-A	72	60	14
	4,988	3,854	3,140
Accruals to cash adjustments			
Capital charges	-23,466	-21,993	-20,504
Depreciation	-740	-774	-712
Other non-cash items	-85	-	-
Increase(+)Decrease(-) in stock	-279	-385	308
Increase(+)Decrease(-) in debtors	-58	-272	8
Increase(-)Decrease(+) in creditors	368	108	-147
Increase(-)Decrease(+) in provision	-	-	-
Extra cash to be CFERd	-	-	-
	-24,260	-23,256	-21,047
Net Cash required	51,282	49,543	45,940

House of Lords	
Part III: Extra Receipts payable to the Consolidated Fund	£'000
No income or receipts were received in 1999-00. None are expected in 2000-01 or 2001-02	

House of Lords						
FORECAST OPERATING COST STATEMENT						
for the year ended 31 March 2002						
	<i>Provision</i>		<i>Provision</i>		<i>Outturn</i>	
	2001-02	2000-01	2000-01	1999-00		
	£'000	£'000	£'000	£'000	£'000	£'000
Programme Costs						
Request for Resources 1						
Expenditure	37,137		35,314		34,195	
Income	-3,585		-3,764		-3,415	
	33,552		31,550		30,780	
Request for Resources 2						
Expenditure	37,014		38,254		33,538	
Income	-12		-859		-471	
	37,002		37,395		33,067	
Total Net Programme Costs						
	70,554		68,945		63,847	
NET OPERATING COSTS	70,554		68,945		63,847	
NET RESOURCE OUTTURN	70,554		68,945		63,847	
RESOURCE BUDGET OUTTURN	70,511		68,900		63,784	

House of Lords			
FORECAST CASH FLOW STATEMENT			
for the year ended 31 March 2002			
	Provision	Provision	Outturn
	<i>2001-02</i>	<i>2000-01</i>	<i>1999-00</i>
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
Net cash outflow from operating activities (note i)	-46,618	-45,644	-42,737
Capital expenditure and financial investment (note ii)	-4,664	-3,899	-3,203
Receipts due to the Consolidated Fund which are outside the scope of the departments operations ⁰	-	-	-
Payments of amounts due to the Consolidated Fund	-	-	-
Financing (note iii)	51,282	49,543	45,940
Increase (+)/ Decrease (-) in cash in the period			
Note i: Reconciliation of operating cost to operating cash flows			
Net Operating Cost	70,554	68,945	63,847
Remove non-cash transactions	-26,342	-24,531	-22,868
Adjust for movements in working capital other than cash	398	-549	169
Adjust for transfers from provision	2,008	1,779	1,589
Accruals to cash adjustment for CFERs that pass through the OCS	-	-	-
Net cash outflow from operating activities	46,618	45,644	42,737
Note ii: Analysis of capital expenditure and financial investment			
Purchase of fixed asset	5,009	3,847	3,088
Intangible fixed asset additions	51	67	66
Proceeds of disposals of fixed assets	-29	-15	49
	5,031	3,899	3,203
Loans to other bodies	-	-	-
Adjust for movements in working capital on capital expenditure	-367	-	-
Net cash outflow from investing activities	4,664	3,899	3,203
Note iii: Analysis of financing and reconciliation to the net cash requirement			
From Consolidated Fund (Supply)	51,282	49,543	45,940
From Consolidated Fund (Non-Supply)	-	-	-
Net financing	51,282	49,543	45,940
Increase(-)decrease(+) in cash	-	-	-
Net cash flows other than financing	51,282	49,543	45,940
CFERs received in prior year and paid over	-	-	-
CFERs received in prior year and not paid over	-	-	-
Net cash requirement for the year	51,282	49,543	45,940

House of Lords			
FORECAST RECONCILIATION OF NET OPERATING COST TO NET RESOURCE OUTTURN AND RESOURCE BUDGET OUTTURN			
for the year ended 31 March 2002			
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
	<i>Provision</i>	<i>Provision</i>	<i>Outturn</i>
	<i>2001-02</i>	<i>2000-01</i>	<i>1999-00</i>
Net Resource Outturn	70,554	68,945	63,847
• Adjust for non-voted expenditure in the OCS	–	–	–
• Adjust for CFERs in the OCS	–	–	–
• Adjust for Provision voted in earlier years	–	–	–
• Other adjustments	–	–	–
Net Operating Cost	70,554	68,945	63,847
• Other CFERs	–	–	–
• Full resource consumption of non-departmental public bodies	–	–	–
• Full resource consumption of public corporations	–	–	–
• Capital Grants to the private sector and local authorities	–	–	–
• Gains/Losses from sale of capital assets	-43	-45	-63
• European Union income and related adjustments	–	–	–
• Voted expenditure outside the budget	–	–	–
• Departmental Unallocated resource Provision	–	–	–
• Other adjustments	–	–	–
Resource Budget Outturn	70,511	68,900	63,784
of which			
Departmental Expenditure Limit (DEL)	46,305	46,193	42,549
Employment Opportunities Fund expenditure (EOF)	–	–	–
Annually Managed Expenditure (AME)	24,206	22,707	21,235

EXPLANATION OF ACCOUNTING OFFICERS RESPONSIBILITIES

The Clerk of the Paliaments is appointed by Her Majesty by Letters Patent and is ex-officio Accounting Officer for the House of Lords with responsibility for preparing the House's Esimate.

The Accounting Officer is responsible for the propriety and regularity of the public finances, for keeping proper records and for safeguarding the House's assets. In discharging these responsibilities, the Accounting Officer follows the Accounting Officers' Memorandum issued by the Treasury and published in Government Accounting.

House of Lords			
ANALYSIS OF APPROPRIATIONS IN AID			
	<i>Provision</i>	<i>Provision</i>	<i>Outturn</i>
	<i>2001-02</i>	<i>2000-01</i>	<i>1999-00</i>
Operating	3,597	4,623	3,886
Non Operating	72	60	14
Total	3,669	4,683	3,900

* Amounts to be applied as operating appropriations in aid in addition to the net total, arising from judicial proceedings, private bills, taxation of costs, fees etc; Refreshment Department sales; receipts from the House of Commons; reproduction of works of art and other Works Services contributions.

** Amounts to be applied as non-operating appropriations in aid in addition to the net total, arising from proceeds from the sale of surplus equipment; and other Works Services contributions.

FURTHER NOTES TO THE ESTIMATE

Changes to Accounting Policies	Nil
DEL & Administrative Cost Limit	The House of Lords DEL for 2001-02 has been set at £51,336,000. The House of Lords does not fall within the Administrative Cost regime.
Comparison of provision sought with final provision & forecast outturn	The provision sought for 2001-02 is 2.3 per cent higher than the final net provision and the forecast outturn in 2000-01 of £68,945,000.
Expenditure resting on the sole authority of the Appropriation Act	The amount within the relevant subhead which rests on the sole authority of the Appropriation Act.
Expenditure in the form of adjustable advances	
Staff Benefits	Nil.
Cash which may be retained to offset expenditure	£3,597,000 will be retained by the House of Lords to offset expenditure in year due to its relationship with income which has or will be appropriated in aid.
Contingent Liabilities	No contingent liabilities are in force which would involve the voting of additional expenditure through the estimate.
Grants in Aid	The House of Lords provides a grant above £260,000 to the History of Parliament Trust.
International Subscription	Nil.

OFFICE OF THE PARLIAMENTARY COMMISSIONER AND HEALTH SERVICE COMMISSIONER FOR ENGLAND

Introduction

1. The Parliamentary Commissioner for Administration and Health Service Commissioner for England's resource estimate includes one request for resources. RfR1 – To undertake the work of the Parliamentary Commissioner etc includes staff salaries, general administrative costs and capital expenditure programmes, and financial provision to cover the same costs for the Welsh Administration Ombudsman and the Health Service Commissioner for Wales and the Scottish Parliamentary Commissioner and Health Service Commissioner for Scotland. Expenditure incurred on behalf of the devoted bodies is recovered through Appropriations in Aid.

Office of the Parliamentary Commissioner and Health Service Commissioner for England			
Part I			
			£
RfR1	To undertake the work of the Parliamentary Commissioner for Administration and the Health Service Commissioner for England		15,760,000
Total net resource requirement			15,760,000
Net cash requirement			14,943,000
Amounts required in the year ended 31 March 2002 for expenditure by:			
RfR1: To undertake the work of the Parliamentary Commissioner for Administration and the Health Service Commissioner for England			
The Office of the Parliamentary Commissioner and Health Service Commissioner for England will account for this Estimate			
	<i>Net Total</i>	<i>Allocated in Vote on Account</i>	<i>Balance to Complete</i>
	£	£	£
RfR1:	To undertake the work of the Parliamentary Commissioner for Administration and the Health Service Commissioner for England		
The Office of the Parliamentary Commissioner and Health Service Commissioner for England will account for this Estimate			
RfR1	15,760,000	7,088,000	8,672,000
Total net resource requirement	15,760,000	7,088,000	8,672,000
Net Cash Requirement	14,943,000	6,734,000	8,209,000

ANNEX C

Office of the Parliamentary Commissioner and Health Service Commissioner for England										
Part II										
						2001-02	2000-01	1999-00		
						£'000	Provision	Outturn		
Resources					Capital					
1	2	3	4	5	6	7	8	9	10	
Admin	Other	Grants	Gross	A-in-A	Net Total	Capital	Non-	Net Total	Net Total	
	Current		Total				Operating	Resource	Resource	
							A-in-A			
RfR 1: To undertake the work of the Parliamentary Commissioner for Administration and the Health Service Commissioner for England										
-	16,760	-	16,760	1,000	15,760	-	-	15,007	13,169	
Spending in Departmental Expenditure Limits (DEL)										
Central Government Spending										
A	Functioning of Parliament									
-	15,964	-	15,964	1,000	14,964	-	-	14,091	12,346	
Spending in Annually Managed Expenditure (AME)										
Central Government Spending										
Non-Cash Items										
B	Administration									
-	796	-	796	-	796	-	-	916	823	
TOTAL	-	16,760	-	16,760	1,000	15,760	-	-	15,007	13,169
						Accruals to cash adjustment		-817		
						NET CASH REQUIRED		14,964		

Resource to cash reconciliation			
	2001-02	2000-01	1999-00
	£'000	£'000	£'000
Net Total Resources	15,760	15,007	13,169
Voted Capital Items			
Capital	-	-	-
Less Non-operating A-in-A	-	-	-
	-	-	-
Accruals to cash adjustments			
Capital charges	-76	-181	-224
Depreciation	-720	-735	-599
Other non-cash items	-21	-21	-21
Increase(+)Decrease(-) in stock	-	-	-
Increase(+)Decrease(-) in debtors	-	-	-
Increase(-)Decrease(+) in creditors	-	-	-
Increase(-)Decrease(+) in provision	-	-	-
Extra cash to be CFERd	-	-	-
	-817	-937	-844
Net Cash required	14,943	14,070	12,325

Office of the Parliamentary Commissioner and Health Service Commissioner for England	
Part III: Extra Receipts payable to the Consolidated Fund	£'000
No income or receipts were received in 1999-00. None are expected in 2000-01 or 2001-02	

Office of the Parliamentary Commissioner and Health Service Commissioner for England						
FORECAST OPERATING COST STATEMENT						
for the year ended 31 March 2002						
	Provision		Provision		Outturn	
	2001-02		2000-01		1999-00	
	£'000	£'000	£'000	£'000	£'000	£'000
Administration Costs						
Voted Expenditure						
Staff Costs						
Other Administration Costs						
Gross Administration costs						
<i>Operating income</i>						
Total Net Administrative Costs			-		-	
Programme Costs						
Voted Expenditure						
Expenditure	16,760		16,007		13,169	
Income	-1,000		-1,000			
<i>Net Programme costs</i>	15,760		15,007		13,169	
Non-voted Expenditure						
Expenditure	127		124			
Income						
<i>Net Programme costs</i>	15,887		15,131		13,169	
Total Net Programme Costs	15,887		15,131		13,169	
NET OPERATING COSTS	15,887		15,131		13,169	
NET RESOURCE OUTTURN	15,760		15,007		13,169	
RESOURCE BUDGET OUTTURN	15,887		15,131		13,169	

Office of the Parliamentary Commissioner and Health Service Commissioner for England			
FORECAST CASH FLOW STATEMENT			
for the year ended 31 March 2002			
	Provision	Provision	Outturn
	2001-02	2000-01	1999-00
	£'000	£'000	£'000
Net cash outflow from operating activities (note i)	-15,070	-14,194	-12,325
Capital expenditure and financial investment (note ii)	0 ⁽¹⁾	0 ⁽¹⁾	0 ⁽¹⁾
Receipts due to the Consolidated Fund which are outside the scope of the departments operations	-	-	-
Payments of amounts due to the Consolidated Fund	-	-	-
Financing (note iii)	15,070 ⁽¹⁾	14,194 ⁽¹⁾	12,325
Increase (+)/ Decrease (-) in cash in the period	-	-	-
Note i: Reconciliation of operating cost to operating cash flows			
Net Operating Cost	15,887	15,131	13,169
Remove non-cash transactions	-817	-937	-844
Adjust for movements in working capital other than cash	-	-	-
Adjust for transfers from provision	-	-	-
Accruals to cash adjustment for CFERs that pass through the OCS	-	-	-
Net cash outflow from operating activities	15,070	14,194	12,325
Note ii: Analysis of capital expenditure and financial investment			
Purchase of fixed asset	-	-	-
Proceeds of disposals of fixed assets ⁽²⁾	-	-	-
Loans to other bodies	- ⁽¹⁾	- ⁽¹⁾	- ⁽¹⁾
Adjust for movements in working capital on capital expenditure	-	-	-
Net cash outflow from investing activities	-	-	-
Note iii: Analysis of financing and reconciliation to the net cash requirement			
From Consolidated Fund (Supply)	14,943	14,070	12,325
From Consolidated Fund (Non-Supply)	127	124	-
Net financing	15,070	14,194	12,325
Increase(-)decrease(+) in cash	-	-	-
Net cash flows other than financing	15,070	14,194	12,325
CFERs received in prior year and paid over	-	-	-
CFERs received in prior year and not paid over	-	-	-
Consolidated Fund Standing Services – payments	-127	-124	-
Net cash requirement for the year	14,943	14,070	12,325

⁽¹⁾ Departments need to adjust these figures in order to include NLF net lending to PCs.

⁽²⁾ Includes profit/loss on disposal of fixed assets.

⁽³⁾ Departments need to adjust these figures in order to include interest on NLF net lending to PCs.

Office of the Parliamentary Commissioner and Health Service Commissioner for England			
FORECAST RECONCILIATION OF NET OPERATING COST TO NET RESOURCE OUTTURN AND RESOURCE BUDGET OUTTURN			
for the year ended 31 March 2002			
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
	<i>Provision</i>	<i>Provision</i>	<i>Outturn</i>
	<i>2001-02</i>	<i>2000-01</i>	<i>1999-00</i>
Net Resource Outturn	15,760	15,007	13,169
• Adjust for non-voted expenditure in the OCS	127	124	0
• Adjust for CFERs in the OCS	–	–	–
• Adjust for Provision voted in earlier years	–	–	–
• Other adjustments	–	–	–
Net Operating Cost	15,887	15,131	13,169
• Other CFERs	–	–	–
• Full resource consumption of non-departmental public bodies	–	–	–
• Full resource consumption of public corporations	–	–	–
• Capital Grants to the private sector and local authorities	–	–	–
• Gains/Losses from sale of capital assets	–	–	–
• European Union income and related adjustments	–	–	–
• Voted expenditure outside the budget	–	–	–
• Departmental Unallocated resource Provision	–	–	–
• Other adjustments	–	–	–
Resource Budget Outturn	15,887	15,131	13,169
of which			
Departmental Expenditure Limit (DEL)	15,091	14,215	12,346
Employment Opportunities Fund expenditure (EOF)	–	–	–
Annually Managed Expenditure (AME)	796	916	823

EXPLANATION OF ACCOUNTING OFFICERS RESPONSIBILITIES

The Treasury has appointed The Parliamentary Commissioner for Administration and Health Service Commissioner for England, Mr Michael Buckley, as Accounting Officer of the Office of the Parliamentary Commissioner for Administration and Health Service Commissioner for England with responsibility for preparing the Office's Estimate.

The responsibilities of an Accounting Officer, including responsibility for the propriety and regularity of the public finances for which an Accounting Officer is answerable, for keeping proper records and for safeguarding the Department's assets, are set out in the Accounting Officer's Memorandum issued by the Treasury and published in Government Accounting.

Office of the Parliamentary Commissioner and Health Service Commissioner for England						
ANALYSIS OF APPROPRIATIONS IN AID						£'000
	2001-02		2000-01		1999-00	
	Operating	Non-operating	Operating	Non-operating	Operating	Non-operating
	AinA	AinA	AinA	AinA	AinA	AinA
RFR1: To undertake the work of the Parliamentary Commissioner for Administration and Health Service Commissioner for England	-	-	-	-	-	-
Receipts from the Scottish Parliamentary Commissioner for Administration and Health service Commissioner for Scotland	500	-	-	-	-	-
Receipts from the Welsh Administration Ombudsman and Health service Commissioner for Wales	500	-	-	-	-	-
Total	1,000	-	-	-	-	-
Amounts to be applied as operating appropriations in aid in addition to the net total, arising from charges levied on the Welsh Administration Ombudsman and Health Service Commissioner and the Scottish Parliamentary Commissioner for Administration and the Health Service Commissioner for Scotland for the provision of ombudsman services.						

FURTHER NOTES TO THE ESTIMATE

Changes to Accounting Policies

Nil

DEL & Administrative Cost Limit

The Departmental Expenditure Limit for the Office of the Parliamentary Commissioner for Administration and Health Service Commissioner for England for 2001-02 is £14,963,000.

Comparison of provision sought with final provision & forecast outturn

The provision sought for 2001-02 is 5.0 per cent higher than the final net provision for 2000-01 of £15,007,000.

DEPARTMENTAL INVESTMENT STRATEGY

1. The Cabinet Office Departmental Investment Strategy can be located at www.cabinet-office.gov.uk/2000/departmental.investment

Strategic Policy Context

E-Government Strategy

2. This government is bridging the gap between the citizen's need for information and the means available to find it. The investment in the electronic service delivery programme will cause fundamental changes in how government is conducted. The aim is to deliver the right information, to the right consumer, at the right time. Thus adding real visible value and cutting costs.
3. The Cabinet Office will act as the strategic authority for the government's Electronic Service Delivery programme and Knowledge Economy and ensure Departments meet the Prime Minister's target of 100% electronic service delivery by 2005.
4. The key to this is developing a common infrastructure, a single integrated or interdependent information portal, for all of government rather than developing competing systems which are a barrier to exchanging information. This needs to be secure with the ability to verify the integrity of information flows. This is set out in the Service Delivery Agreement underpinning the Public Service Agreement in this document.

SDA 9. Deliver UK-online to provide an interactive personalised and trusted window to all government services. (supporting objective 1)

By July 2001 our e-government Group will: develop a series (currently 12) of life episodes to enable the citizen to achieve outcomes appropriate to their needs independently of the way in which government organises itself; and introduce local government specific applications and value added transactions.

By July 2001 establish a baseline for take-up by the citizen of number of registered and returning users.

By December 2001 we will establish a customer satisfaction baseline and draw a comparison through the second global consumer test of key public services during 2002-03, which will show a 5% increase in customer satisfaction over the baseline.

5. The Cabinet Office will also play a key role in the greater exploitation and coordination of government information. This will include establishing a Knowledge Network whose primary goal is to ensure availability across Government of fast, modern flows of knowledge, briefing, facts and figures. It will provide a means of making briefing systems more modern and efficient – reducing needless duplication of work. HMSO, part of Cabinet Office, will be given the role as the regulatory body for government information and will set up a class licence or notice for use of Crown copyright information in electronic format. The e-strategy will be important in the achievement of an electronic Cabinet Office by 2004 which acts as an exemplar to Government through client-focused e-services that ensure the Government delivers its priorities. The focus will be on government to government (g2g), government to citizen (g2c), and government to business (g2b).

RATIONALE FOR INVESTMENT

6. Each entity making up the Cabinet Office sets its own rationale for investing decisions.

Core Cabinet Office

- 6.1 Strategic alliances between key service delivery areas, which forge closer vertical and horizontal working practices and enhanced responsiveness will be the key to delivering PSA and SDA targets. The core assets (networked desktop work stations; stand alone desktop work stations; portable work stations (eg laptops); ancillary equipment; cabling and servers) have been transferred to an IT Service company as it represents a more cost-effective procurement strategy

- 6.2 The e-strategy is driving development of joined-up management (Knowledge Network and the Cabinet Office Rebuttal and Briefing System). Fulfilling the potential of e-government will enable the Cabinet Office to integrate all service chain management, policy and delivery functions. This will give rise to tighter control of non-strategic functions such as central overheads and administration costs.

- 6.3 The core expenditure is on the new accommodation project and corporate IT strategy. 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 existing platform eg Government Secure Intranet (GSI), Cabinet Office Intranet, and Global Systems for Mobiles (GSM) technology to bring about further economies and efficiencies in delivering Cabinet Office objectives and enabling access by the general public.

Security and Facilities Division

- 6.4 SFD has limited capital expenditure and this is for replacement of IT equipment.

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

- 6.5 The Centre for Management and Policy Studies 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 Civil Service College, directorate of CMPS to achieve its net cost targets. CMPS requires this type of investment to be able to maintain the current levels of income from open programme courses on its sites.

- 6.6** The creation on knowledge pools will enable officials across departments with a common work theme, to ensure efficient mechanisms for sharing best practice, co-ordinated effort and sharing of information based on knowledge of key policy initiatives. This will support better making of policy and monitoring how policies are implemented.

Government Car and Despatch Agency

- 6.7** The GCDA investment strategy is dominated by planned vehicle purchases, which clearly relate to the Agency’s core business. Anticipated vehicle purchases average £1 million a year. They relate to the two key services provided by the Agency (Car Service and Interdespatch). Costs are incurred in accordance with agreed vehicle replacement policies. Best value for money, customer requirements and the Agency’s ability to provide efficient high quality services are always key deciding factors when replacing vehicles.
- 6.8** In addition to planned expenditure required in order to maintain necessary equipment and condition of premises, the Agency intends to embrace technology, in order to modernise and improve electronic communication and processing links. The Agency is also planning to prepare systems to maximise the benefits that may result from e-business developments.

ALLOCATION OF GROSS NEW INVESTMENT BY MAIN SERVICE AREA (CABINET OFFICE)			
£'000	1 2001-02	2 2002-03	3 2003-04
Cabinet Office	20,079	4,961	5,254
Security Facilities Division	-	-	-
Centre for Management and Policy Studies	750	750	750
GCDA	1,151	1,851	1,260
Total gross new investment	21,980	7,562	7,264

Note:

Figures do not include any end year flexibility entitlement carried over from 2000-01 and Departmental Unallocated Provision, which may be used for investment.

Investment Strategy

7. Asset Utilisation and Disposals

The Departmental asset base consists largely of capitalised buildings on which it pays a capital charge.

VALUATION OF ASSETS HELD BY THE DEPARTMENT BY CATEGORY					
	Land and Buildings	Fixtures Furniture and Fittings	Plant and Machinery	Information Technology (inc Software) and Equipment	Art, Antiques and Donated Assets
£m					
As at 31 March 2000	105.3	1.0	3.0	39.7	7.6

Note:

Art, Antiques and donated assets include paintings, sculptures, antique furniture.

8. One of the major ongoing tasks is for responsible stewardship of assets. The entities within the Department have 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. Additional funding for new and emerging investments need would be sought through the Invest to Save Budget, Capital Modernisation Fund and PPP/PFI deals. Projects will be bite size and in a patch work fashion under an umbrella of concordat agreements with departments, to ensure commonality, coherence, clarity and cost reduction.

Public Private Partnerships/Public Finance Initiatives

9. The core Cabinet Office (excluding Prime Minister's Office) has outsourced the ownership of its portfolio of IT assets (workstations; printers and ancillaries; servers; active network components; and software). This will reduce the capital expenditure and asset base but will have implications on administration costs.

Capital Modernisation Fund

10. 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. Current projects include:

UKOnline

- Enabling citizen transactions that are secure, authenticated and function with emerging and new technologies.

Government Gateway

- Building the infrastructure for Government to conduct on-line transactions.

Knowledge Network

- Establishing a collaborative working and knowledge management framework for government that enables data and information regarding policies and cross-cutting work areas to be shared. It also facilitates smarter briefing and the regionalisation of facts.

Government Intranet Hosting Service

- The project focuses on bringing about significant change in Civil Servants' attitudes to electronic publishing as a valid means of communication internally within government, through the provision to GSI users of easy-to-use software via their browsers, for the creation of simple, basic web sites on the GSI.

Invest to Save Budget

11. 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. Current projects involving the Cabinet Office include:

Infoshop

- The Regulatory Impact Unit has worked with 17 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.

Notification of Change of Address

- The e-Government Group is involved in a pilot project that seeks to roll departmental Change of Address services onto the Gateway.

Making Partnerships Work: E-Learning For The Voluntary Sector Centre

- Management and Policy Studies are working with the Voluntary Sector to develop community-related aspects of Making Partnerships Work. The aim is to develop e-training packages that 'build the capacity' of communities not just to make partnerships work, but to increase their ability to help themselves.

Procedures and Systems

- 12.** 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 that projects are only selected on a competitive basis and only the most productive in terms of achieving Cabinet Office objectives, SDA and PSA targets are approved.

Public Appointments made by the Prime Minister* and the Queen on the advice of the Prime Minister

1 January to 31 December 2000

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

APPOINTEE	POST HELD AND BODY	LENGTH OF TERM
Sir Ewen Fergusson	Trustee, National Gallery	Re-appointed 2 years
Ms Emma Rothschild	Chairman, Kennedy Memorial Fund	Appointed
Prof David Cannadine	Trustee, Kennedy Memorial Fund	Appointed
Miss Jill Gort	Member, Criminal Cases Review Commission	Re-appointed
David Kyle	Member, Criminal Cases Review Commission	Re-appointed
Prof Leonard Leigh	Member, Criminal Cases Review Commission	Re-appointed
Barry Capon	Member, Criminal Cases Review Commission	Re-appointed
John Knox	Member, Criminal Cases Review Commission	Re-appointed
Mrs Isobel Macdonald-Davies	Registrar General *	Appointed
Dr James MacKeith	Member, Criminal Cases Review Commission	Re-appointed
Edward Weiss	Member, Criminal Cases Review Commission	Re-appointed
Ms Diana Warwick	Member, Committee on Standards in Public Life	Appointed
Rosie Winterton MP	Member, Intelligence & Security Committee	Appointed
George Staple	Member, Senior Salaries Review Body	Appointed
Donald Curry*	Crown Estate Commissioner	Appointed
Andrew Raven Esq*	Forestry Commissioner	Appointed
Professor Dawn Ades	Trustee, Tate Gallery	Re-appointed
Geoffrey Wilson Esq	Governor, Museum of London	Appointed
Sir John Browne	Trustee, British Museum	Re-appointed
Rangit Sondhi Esq	Trustee, National Gallery	Appointed
Baroness Hogg*	Governor, BBC	Appointed
Ms Floella Benjamin*	Commissioner, Millennium Commission	Appointed
Mrs Judith Donovan*	Commissioner, Millennium Commission	Appointed
Lady Irvine of Lairg	Trustee, Wallace Collection	Appointed
Lieutenant General Sir John Foley KCB OBE MC*	Member, Royal Patriotic Fund Corporation	Appointed

APPOINTEE	POST HELD AND BODY	LENGTH OF TERM
William Clark Esq*	Member, Royal Patriotic Fund Corporation	Appointed
Ms Gillian Wearing	Trustee, Tate Gallery	Appointed
Mr Justice Latham	Lord Justice of Appeal*	Appointed
Mr Justice Kay	Lord Justice of Appeal*	Appointed
Mr Justice Rix	Lord Justice of Appeal*	Appointed
Mrs Primrose Wilson OBE	Trustee, National Heritage Memorial Fund	Appointed
Neville Walton Esq	Governor, Museum of London	Appointed
Dr David Ibbetson	Regius Professor of Civil Law, Cambridge*	Appointed
Mrs Rita Hale	Public Works Loan Commissioner*	Re-appointed
John Parkes Esq	Public Works Loan Commissioner*	Re-appointed
Ms Sarah Woods	Public Works Loan Commissioner*	Appointed
Mrs Cheryl Miller	Member, Royal Commission on Environmental Pollution*	Appointed
Professor Jane Plant CBE	Member, Royal Commission on Environmental Pollution*	Appointed
Dr Ian Graham-Bryce	Member, Royal Commission on Environmental Pollution*	Appointed
John Flemming Esq	Member, Royal Commission on Environmental Pollution*	Re-appointed
Professor Michael Marmot	Member, Royal Commission on Environmental Pollution*	Re-appointed
Rev Prof Michael Banner	Member, Royal Commission on Environmental Pollution*	Re-appointed
Professor Roland Clift OBE	Member, Royal Commission on Environmental Pollution*	Re-appointed
Professor Richard Macrory	Member, Royal Commission on Environmental Pollution*	Re-appointed
Sir Martin Holdgate	Member, Royal Commission on Environmental Pollution*	Re-appointed
Lord Wilson of Tillyorn GCMG	Member, Royal Commission on Environmental Pollution	Appointed
Mike Eland Esq	Commissioner, Customs & Excise Board*	Appointed
Mike Hanson Esq	Commissioner, Customs and Excise Board*	Appointed
Lord Justice Swinton Thomas	Interception Communications Commissioner	Appointed
Sir John Burton	President of the Interception of Communications Tribunal	Appointed

APPOINTEE	POST HELD AND BODY	LENGTH OF TERM
Roger Bright Esq	Commissioner, The Crown Estate*	Appointed
Mrs Justice Arden DBE	Lord Justice of Appeal*	Appointed
Lord Bingham of Cornhill	Senior Lord of Appeal in Ordinary*	Appointed
Lord Woolf of Barnes	Lord Chief Justice of England and Wales*	Appointed
Lord Phillips of Worth Matravers	Master of the Rolls*	Appointed
Sir Richard Scott	Lord Justice of Appeal*	Appointed
Sir Andrew Morritt CVO	The Vice-Chancellor *	Appointed
HRH The Duke of York	Trustee, National Maritime Museum	Re-appointed
Sir David Hardy	Trustee, National Maritime Museum	Re-appointed
Admiral Sir Julian Oswald	Trustee, National Maritime Museum	Re-appointed
John Brookes Esq	Trustee, National Maritime Museum	Re-appointed
Libby Purves OBE	Trustee, National Maritime Museum	Re-appointed
Sir Richard Sykes	Council for Science and Technology	Re-appointed
Sir Aaron Klug	Council for Science and Technology	Re-appointed
Prof Bhattacharyya	Council for Science and Technology	Re-appointed
Prof David Landerlinde	Council for Science and Technology	Appointed
John Weston Esq	Council for Science and Technology	Appointed
Javaid Aziz Esq	Council for Science and Technology	Appointed
Euan Baird Esq	Council for Science and Technology	Appointed
Prof Victoria Bruce OBE	Council for Science and Technology	Appointed
Prof Peter Schuddeboom	Council for Science and Technology	Appointed
Dr Paul Nurse	Council for Science and Technology	Appointed
Dame Mary Arden DBE	Trustee, Kennedy Memorial Trust	Re-appointed
Dr Paul Murdin	Trustee National Maritime Museum	Re-appointed
Mrs Tessa Manser	Governor, Museum of London	Appointed
Gerald Burns Esq MBE	Northern Ireland Parliamentary Commissioner for Administration and Commissioner for Complaints*	Re-appointed
Leonard Cook Esq	Registrar General *	Appointed
David Jessel Esq	Member, Criminal Cases Review Commission*	Appointed
Sir Patrick Symons	Member, Nursing Staff, Midwives, Health Visitors & Professions Allied to Medicine	Appointed

APPOINTEE	POST HELD AND BODY	LENGTH OF TERM
Ms Janet Langdon	Member, School Teachers' Review Body	Re-appointed
Richard Malone Esq	Member, Pay Review Body for Doctors and Dentists	Appointed
Tony Vineall Esq	Chair, School Teachers' Review Body	Re-appointed
Robert Bailie Esq	Member, Bank of England *	Re-appointed
Ms Sheila McKechnie	Member, Bank of England *	Re-appointed
William Morris Esq	Member, Bank of England *	Re-appointed
John Neill Esq	Member, Bank of England *	Re-appointed
James Stretton Esq	Member, Bank of England *	Re-appointed
Sir Brian Moffatt Kt OBE	Member, Bank of England *	Appointed
Ms Bridget Blow	Member, Bank of England *	Appointed
Dr Susan Davies	Commissioner, Royal Commission on Historical Manuscripts *	Re-appointed
Piers Gough Esq CBE	Commissioner, Royal Commission on the Historical Monuments of England	Appointed
Lady Copisarow	Trustee, Victoria & Albert Museum	Re-appointed
Rodney Fitch Esq CBE	Trustee, Victoria & Albert Museum	Re-appointed
Miss Nina Campbell	Trustee, Victoria & Albert Museum	Re-appointed
Max Hastings Esq	Trustee, National Portrait Gallery	Re-appointed
The Honourable Mr Justice Keene	Lord Justice of Appeal *	Appointed
The Honourable Mr Justice Dyson	Lord Justice of Appeal *	Appointed
The Honourable Mr Justice Parker	Lord Justice of Appeal *	Appointed
The Honourable Mr Justice Longmore	Lord Justice of Appeal *	Appointed
Miss Juliet Wheldon	Procurator General/Treasury Solicitor	Appointed
Sir Christopher Howes	Second Crown Estate Commissioner and Chief Executive	Re-appointed
Sir Denys Henderson	First Crown Estate Commissioner	Re-appointed
Lady Staughton	Member, Royal Patriotic Fund Corporation *	Re-appointed
David Storer	Member, Royal Patriotic Fund Corporation*	Re-appointed
Adam Afriyie Esq	Governor, Museum of London	Appointed
Prof The Earl Russell	Trustee, National Portrait Gallery	Re-appointed

APPOINTEE	POST HELD AND BODY	LENGTH OF TERM
Prof Peter Clarke	Member, Royal Commission on Historical Manuscripts	Appointed
Prof Lola Young	Member, Royal Commission on Historical Manuscripts	Appointed
Victor Gray Esq	Member, Royal Commission on Historical Manuscripts	Appointed
Ms Anna Gardner	Member, School Teacher's Review Body	Appointed
Ms Carol Ferguson	Member, School Teacher's Review Body	Appointed
Sir Michael Perry CBE	Member, Senior Salaries Review Body	Re-appointed
Mrs Janet Rubin	Member, Senior Salaries Review Body	Appointed
John Baker CBE	Member, Senior Salaries Review Body	Appointed
Prof Sandra Dawson	Member, Senior Salaries Review Body	Appointed
Sir Sydney Lipworth QC	Member, Senior Salaries Review Body	Re-appointed
David Clayman Esq	Member, Senior Salaries Review Body	Re-appointed
Prof Martin Kemp	Trustee, British Museum	Re-appointed
Nicholas Dodd Esq	Trustee, National Heritage Memorial Fund	Appointed
Giles Waterfield Esq	Trustee, National Heritage Memorial Fund	Appointed
Rob Dickins Esq	Trustee, Victoria & Albert Museum	Appointed
Prof Margaret Buck	Trustee, Victoria & Albert Museum	Appointed
Mrs Jane Gordon Clark	Trustee, Victoria & Albert Museum	Appointed
Rt Hon Lord Justice Sir John Mummery	President, Investigatory Powers Tribunal *	Appointed
Honourable Sir Michael Burton Kt	Vice-President, Investigatory Powers Tribunal *	Appointed
Sheriff John McInnes QC	Member, Investigatory Powers Tribunal*	Appointed
Sir Richard Gaskell Kt	Member, Investigatory Powers Tribunal*	Appointed
Sir David Calcutt Kt	Member, Investigatory Powers Tribunal*	Appointed
William Carmichael Esq	Member, Investigatory Powers Tribunal*	Appointed
Peter Scott Esq QC	Member, Investigatory Powers Tribunal*	Appointed
Robert Seabrook Esq QC	Member, Investigatory Powers Tribunal*	Appointed
Dermot Gleeson Esq	Governor, BBC*	Appointed
Sir Richard Eyre	Governor, BBC*	Re-appointed
Prof Sir Brian Follett FRS	Member, Royal Commission on	

APPOINTEE	POST HELD AND BODY	LENGTH OF TERM
	Environmental Pollution*	Appointed
James Wright Esq	Trustee, National Heritage Memorial Fund	Appointed
Sir Richard Sykes	Trustee, Natural History Museum	Re-appointed
Ms Mary Ann Sieghart	Trustee, National Heritage Memorial Fund	Re-appointed
Rick Mather Esq	Trustee, Victoria & Albert Museum	Appointed
Chris Ofili Esq	Trustee, Tate Gallery	Appointed
Prof David Cannadine	Trustee, National Portrait Gallery	Appointed
Prof Ludmilla Jordanova	Trustee, National Portrait Gallery	Appointed
Sir Peter Williams	Trustee, Science Museum	Re-appointed
Greg Dyke Esq	Trustee, Science Museum	Re-appointed
Gavyn Davies Esq OBE	Vice-Chairman, BBC	Appointed
Dr Martin Faulkes	Trustee, National Maritime Museum	Appointed
Prof William Ritchie OBE	Trustee, National Maritime Museum	Appointed
Prof Jocelyn Burnell CBE	Trustee, National Maritime Museum	Appointed
Prof Lawrence Freedman	Trustee, Imperial War Museum	Appointed
Rt Hon Chris Smith MP	Millennium Commissioner	Appointed
Rt Hon Michael Heseltine CH MP	Millennium Commissioner	Appointed
The Earl of Dalkeith	Millennium Commissioner	Appointed
Lord Glentoran CBE	Millennium Commissioner	Appointed
Dr Heather Couper	Millennium Commissioner	Appointed

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Central Office of Information

Introduction

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.

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 2001-02 the cost of these is expected to be some £0.8 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 1999-2000 (see Bibliography).

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. The Framework document is due to be reviewed by 31 March 2002.

DEPARTMENTAL RUNNING COSTS AND MANPOWER

The COI running costs and manpower plans are set out in Tables 1 and 2. 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.

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 1: COI Running Costs¹

£ million	1995-96 outturn	1996-97 outturn	1997-98 outturn	1998-99 outturn	1999-00 outturn	2000-01 estimated outturn	2001-02 plans	2002-03 plans
GROSS RUNNING COSTS²								
Other	1	6	1	1	1	1	1	1
Total³	1	6	1	1	1	1	1	1
Related receipts	-	-	-	-	-	-	-	-
Net Expenditure	1	6	1	1	1	1	1	1

1. The major part of the COI became a trading fund with effect from 1 April 1991.

2. The gross figures are net of any VAT refunds on contracted out services.

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.

Table 2: Manpower

	1995-96 outturn	1996-97 outturn	1997-98 outturn	1998-99 outturn	1999-00 outturn	2000-01 estimated outturn	2001-02 plans	2002-03 plans
TRADING FUND								
Civil Service Full Time	555	497	328	328	356	400	420	420

DELIVERING BETTER PUBLIC SERVICES: PROGRESS

In setting out its spending plans for 1999-2002 in the 1998 Comprehensive Spending Review (CSR), 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.

A full and detailed report on all of these targets was published in the March 2000 Departmental Reports.

As the Government recognised at the time of the 1998 CSR, setting targets for central Government was a process that would need to be refined over time. In the 2000 Spending Review, which set new plans for public spending for 2001 to 2004, the Government has further developed PSAs in order to prioritise the most important goals and reforms it wants to deliver. These targets are set out in the White Paper, "Spending Review 2000: Public Service Agreements 2001-04", (Cm 4808), July 2000 and will be fully reported on in the Spring 2002 departmental reports.

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 SDA TARGETS

Aim

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

Objectives

To meet the needs of government centrally for advice on publicity matters.

Performance targets

As a small department COI does not have a PSA. This section reports on the targets included in COI's Service Delivery Agreement.

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 payment basis. The performance measures set out below are those which are applied to the Trading Fund and which, by virtue of the above arrangements, also apply to the department's activities:

- (i) to achieve break even on an accruals basis;
- (ii) to achieve a unit cost reduction of 2%;
- (iii) to obtain the following results from customer satisfaction feedback:
 - an overall customer satisfaction score of 8.25 (out of 10);
 - at least 96% of returns to score 6 or more;
 - a 5 per cent increase in the response rate (from 54 per cent to 56.7 per cent).

Delivering Objectives

Objective	Target
Cost recovery	This target is cascaded to operational managers throughout COI at both the profit centre and job level. It is mainly deliverable through COI's efforts but could be affected by sudden changes in volumes of work commissioned by customer departments or the calling of a general election.
Unit cost reduction	This target is cascaded through COI to the profit centre level. Its achievement is principally within control of COI subject to the external influences mentioned under the previous heading.
Customer satisfaction	These targets are also cascaded to profit centre level within COI. Their achievement requires the co-operation of staff in customer departments who provide satisfaction assessments in respect of work delivered on a job by job basis.

As an executive agency, COI does not have a policy making function and contributes to Government's objectives and overarching themes by providing services to lead departments in order to improve the efficiency of the communication effort in support of their policy objectives.

Measuring Performance

Performance against the Key Performance Targets is monitored monthly by the management board and the final results are audited by the National Audit Office.

During 1999-00 the COI exceeded all its performance targets. In 2000-01 COI is on course to exceed targets (i) and (ii) and meet the first two elements of target (iii), while the third element of target (iii) is proving problematical. An analysis of COI's performance history against each target is set out below.

(i) Achieve break even.

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. In 1999-00 the target returned to break even.

(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) Customer satisfaction feedback.

Prior to 2000-01 only the first of the targets listed under this heading was set. It 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 to 2000-01 at 8.25.

In 2000-01 the target had the second and third elements added to direct attention towards those few jobs where performance was less than good and to improve the cover of the measure by increasing response rates.

Actual performance against these targets, with comparative figures for previous years, is set out in Table 3. 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 targets for every year since they were introduced. In 1999-00 COI had a surplus of £926,000 (target £1,000,000) on income of £200 million and reduced its unit cost of output by 6.9% in real terms. Progress towards achieving the financial target during the first half of 2000-01 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 2000-01 point to a unit cost reduction of around 5% being achieved by the end of the year.

During 1999-2000 the customer feedback score rose to 8.39, some 1.6% better than target. Current indicators are that the result for 2000-01 will be close to the target of 8.25. The proportion of scores of more than 5 out of 10 during 2000-01 is likely to be close to the target of 96% but the response rate currently looks likely to fall below target.

Table 3: COI Achievement of Performance Targets

Target	1995-96 Results	1996-97 Results	1997-98 Results	1998-99 Results	1999-00 Results	2000-01 Forecast
(i) Full cost recovery ¹						
Surplus of £0.1 million (000s)					926	n/a
Surplus of £1 million (000s)			1,151	2,363	n/a	n/a
Breakeven surplus (£000s)	0	657	n/a	n/a	n/a	400
Variance against target (% of turnover)	0.00	0.52	0.10	0.79	0.46	0.20
(ii) Unit Cost reduction ²	3.4%	5.3%	5.6%	5.6%	6.9%	3.5%
(iii) Customer Satisfaction						
Feedback Score ³	7.96	8.21	8.29	8.21	8.39	8.25
Scores >6						96%
Increase response rate						0%

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

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. Following consultation implementation took place during 2000-01. COI's quinquennial review is scheduled for completion during 2001-02 and will include proposals for better quality services should the Framework document be renewed.

Electronic Government

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 78% of press releases are delivered electronically.

COI is connected to the Government Secure Intranet.

Sickness Absences

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 2001 and 30% by 2003 have been submitted to Cabinet Office but have not yet been agreed. COI sickness absences averaged 6.9 days per staff year in 1999 compared with the Civil Service average of around 10 days.

Fraud

The rolling review of COI systems continued with no serious systems weaknesses being discovered. No fraud was discovered during 1999-00.

Procurement

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.

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 1999-00 97.0 per cent of supplier bills were paid within 30 days and the average time taken to pay a bill was 19.5 days.

MODERNISING GOVERNMENT

Policy making: COI has no policy formulation or regulatory functions.

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 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 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 SDA targets), and through regular meetings with individual customer departments.

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 1500 private sector companies who see benefit in being associated with government information campaigns. Sponsorship Guidelines have been produced by COI in August 2000 for the Cabinet Office. These guidelines were disseminated to permanent secretaries and then on to nominated representatives in Government Departments. The guidelines cover the key propriety issues regarding the setting up of public/private sector sponsorship arrangements.

Over the last seven years COI has generated £12 million worth of sponsorship for its clients, working on over 300 projects with more than 400 sponsors (utilities, major retailers, clothing manufacturers, banks, insurance companies, consumer durable manufacturers and fast moving consumer goods manufacturers).

Better Quality Services issues will be addressed as part of COI's quinquennial review, which is due to be completed by the end of March 2002.

Information Age Government: (See also SDA Productivity Targets above)

During 2000-01 COI took a major step towards rationalising its ICT systems by developing an electronic records and document management system alongside a financial and job management system both of which will operate on a common database platform and which will be accessed through a department-wide intranet. These systems will greatly enhance the use of COI's knowledge base and will facilitate the planned move to e-commerce.

Public Service: All of COI's staff are employed by the COI Trading Fund which supplies services to the department. The following describes actions taken and planned by the Trading Fund in respect of its staff.

- A report is in preparation to incorporate any necessary alignments with the principles in the Performance management Report in 2001-02.
- COI has and will maintain liP accreditation.

- COI has substantially more women and members of ethnic minorities at management and specialist grades than the Civil Service average. There are no under-represented groups.
- Diversity objectives will be introduced into the business plan in 2001.
- 72% of COI posts are advertised externally and up to 60% of staff have relevant private sector experience. There is also a long established system of short-term secondments through the Government Information and Communications Service. COI will maintain these levels in future.
- COI's Accounting Officer will encourage staff to embrace the new civil service-wide vision, values and behaviours by means of regular staff meetings. COI is also currently reviewing its departmental vision and value statements to ensure they reflect the service-wide standard.

NON-DEPARTMENTAL PUBLIC BODIES/PUBLIC APPOINTMENTS

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. 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

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 and has retained it through two subsequent re-inspections.

Equal Opportunities

COI's Chief Executive, appointed in January 1999, is a woman. The three other staff at Senior Civil Service level are men. Of the nine Grade 6 staff, four are women, all of whom are Directors and one of whom is a member of the Management Board. In 1999-00 33% of Grade 7 level staff were women. In 1998-99 34% of Grade 7s were women.

Table 4: Women as percentage of senior posts

	Grade 6	Grade 7	Grade 7 and above
COI 2000	44.0	33.4	34.7
COI 1999	50.0	34.4	35.7
Civil Service 1999	n/a	n/a	22.1

No ethnic minority staff are in the 42 posts at Grade 7 and above (Civil Service average 2.1%) nor disabled staff (Civil Service average 3.7). At SEO and HEO level 3.1% are from ethnic minorities, compared with 3.8% last year in COI and 2.8% for the Civil Service as a whole.

Recruitment practice

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 Staff

Members of the Senior Civil Service were paid in the following bands as at 1 April 2000:

Senior Civil Service Salaries

Pay Range	Number in Range
£55,000-£59,999	1
£70,000-£74,999	2
£95,000-£99,999	1

THE ENVIRONMENT

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.

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.

During 2000-01 COI carried out an environmental audit and produced an improvement plan based on benchmarking against best practice and better monitoring systems. The plan will be carried forward into future years. COI has also registered with the Watermark Project. Tangible benefits include increased recycling, both in terms of volume and scope, and reduced consumption of energy and water.

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

COI undertakes little publicity on its own behalf. Demand for the services provided by COI to its clients in 1999-00 was higher in relation to the previous year with increases in nearly all media and clients. Business levels in 2000-01 are expected to be at the same or a higher level than in 1999-00. COI is expected to continue to improve the value for money obtained for its clients whatever the level of demand.

BIBLIOGRAPHY

Central Office of Information Annual Report and Accounts 1999-00

Published by the Stationery Office, 19 July 2000. ISBN 0-10-556878-3, House of Commons Paper 675 Price £7.90.

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.

**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 (HSC) 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. The arrangements following devolution are explained below. Following the devolution of powers and responsibilities to Scotland and Wales from July 1999, 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 [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 investigations completed are presented and published in a similar way by HSC under 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 1999-00 was published in June 2000 as HC 593; and HSC's Annual Report for 1999-00 was published in June 2000 as HC 542. The HSC Report for 2000-01 is expected to be published in 2000 within a broadly similar timeframe. At around the same time the PCA Annual Report for 2000-01 will also be published. Free information leaflets about the role and powers of the PCA and HSC 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 the 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 posts are held by the PCA. These Offices, together with the Health Service Commissioners for Scotland and Wales, report to their respective 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 the 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. As this Office was not formally part of the planning and control framework it has not published a Public Service Agreement.

The Parliamentary Commissioner for Administration

The following table outlines the historical pattern of activity

	Complaints received	Accepted for investigation	Investigations completed	Throughput in weeks	Informal resolutions	On hand at end of period (over 12 months old)
Calendar Year 1995	1743 (including 44 AOI)	366 (12%)	254	74	N/K	503 (226)
1996	1964 (44)	256 (13.1%)	272	86	N/K	502 (328)
1997	1551 (29)	229 (14.8%)	343	98	110	384 (264)
Financial Year 1997/98	1486 (27)	216 (17.3%)	402	100	90	323 (211)
1998/99	1551 (45)	268 (17.3%)	388	91	95	228 (19)
1999/00	1646 (34)	363 (22%)	331	44	127	247 (13)

5. Cases still under investigation reduced from over 500 in 1996 to less than 250, average throughput times reduced from 100 weeks in 1997/98 to 44 weeks, and the number of cases over 12 months old reduced from a peak of 328 to just 13. At the same time the number of cases accepted for investigation in 1999/00 increased by 35% over 1998/99. The improvement in performance reflects the improved working methods introduced in recent years and the benefits from accepting a significant number of staff into the office in a permanent basis.

The increase in the percentage of cases accepted for investigation results in part from a clear bias in favour of making such further enquiries as are necessary for soundly-based and just resolution of complaints, unless those complaints are clearly outside the PCA's jurisdiction. The PCA has also abolished the rigid distinction between those complaints which are, and those which are not, accepted for investigation and has extended his product range from informal resolution through to the most painstaking investigation, taking account of the wishes of the complainant, the response of the department concerned, and the facts of the case as they emerge. A much higher number of complaints are now the subject of an appropriate level of investigation.

The Health Service Commissioner for England

6. 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 80% 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.
7. It is anticipated that complaints referred to the Commissioner will reach 2500, much the same as the previous year. Approximately 50% 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. A proportion of cases are investigated in depth; and this has risen in the past year, from about 18% to 25%. This is partly the result of a review of criteria for undertaking in depth investigations and partly to do with an increase in the number of cases that merit such consideration. In response to the changing situation, additional members of staff were recruited to the office, and take up post during March-June 2001.
8. 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 190 investigations will be completed in 2000-01, by comparison with 128 in the previous year. The Commissioner is not satisfied that the time taken to complete an investigation, presently averaging 49 weeks, is acceptable and will continue to work on improving throughput during 2001-02.
9. The coming year will see, therefore, considerable investment in consolidating upon the changes made to the Commissioner's office practices, during 1999-2000. It will also see proposed changes in the NHS complaints procedure, which may have significant consequences for the office's work in the medium and longer terms; this has been accounted for in the year's business plan.

Financial provision and staffing

10. Future funding provides for a levelling of general operating costs. 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 notwithstanding the planned reduction in time taken to complete investigations.

- 11.** Although the Office is not among the bodies required to implement resource accounting and budgeting, it is committed to a programme of work to implement resource accounting and budgeting within HM Treasury's timetable. The Office produced its first resource account in 1999-00 and has produced a resource estimate for 2000-01. This reflects a commitment to demonstrate value for money, improve efficiency, and increase accountability throughout the Office.
- 12.** The Office's average staffing position is set out below.

	1996-97 outturn	1997-98 outturn	1998-99 outturn	1999-00 outturn	2000-01 outturn	2001-02 estimated outturn
PCA	89.0	102.8	103.5	91.8	95.8	103.2
HSCE	91.3*	79.6*	76.0*	69.1	81.60	103.31
Central Services	40.2	41.9	57.7	43.0	45.8	41.84
Total	190.5	220.5	224.3	203.9	225.4	248.35

*Figures include staff of Health Service Commissioner for Scotland and Health Service Commissioner for Wales

Performance in paying bills

- 13.** 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 2001 97% of invoices were paid in accordance with this policy.

Equal opportunities – recruitment

- 14.** 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.

15. The gender mix at various levels of the Office at 31 December 2000 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%

16. 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.
17. 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' Recruitment Code . The Principal Establishment Officer and his staff ensure that all recruitment is conducted on this basis and that certain laid down 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. The statistics for appointments made between April 2000 to March 2001:

Payband	Total	Fixed term	Male	Female	Ethnic minority	Disabled
A	4	–	1	3	2	–
B	5	–	1	4	2	–
C	2	–	–	2	–	–
D	19	–	7	12	2	1
E	–	–	–	–	–	–
SCS	5	–	1	4	–	–
TOTAL	35	–	10	25	6	1

Exceptions permitted under the Civil Service Commissioners Recruitment Code

18. 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).
19. None of the permitted exceptions were used.

Senior Civil Service Staff

20. The number of Senior Civil Service staff employed at 1 April 2000 was 17. 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
£80,000-84,999	1
£115,000-119,999	1

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.

21. 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.

22. **Web site and e-mail address:**

Information about the work of the Ombudsman's Office can be found on the web site at: www.ombudsman.org.uk

Public enquiries to the Parliamentary Commissioner for Administration can be made to: www.enqu@ombudsman.org.uk

Public enquiries to the Health Service Commissioner for England can be made to: www.ohsc-enqu@online.rednet.co.uk

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Selected Cases 2000 – Volume 1

TSO, July 2000, HC 592, ISBN 0105567868, £36.00

PCA Annual Report 1999-00

TSO, July 2000, HC 593, ISBN 0105568244, £12.00

Arable Area Payments Scheme.

TSO, July 2000, HC 635, ISBN 0105568325, £6.25

Health Service Commissioner for England

Summaries of Investigations Completed October 1999 to March 2000

TSO, June 2000, HC 541-I, ISBN 0105567906, £10.25

Full Texts of Selected Investigations Completed October 1999 to March 2000

TSO, June 2000, HC 541-II, ISBN 0105567914, £31.00

HSC Annual Report 1999-2000

TSO, June 2000, HC 542, ISBN 0105567930, £8.55

Summaries of Investigations Completed April 2000 to July 2000

TSO, October 2000, HC 896-I, ISBN 0105570060, £4.95

Full Texts of Selected Investigations Completed April 2000 to July 2000

TSO, October 2000, HC 896-II, ISBN 0105570079, £10.20

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 into three main areas: acting as Secretariat to the Privy Council; supporting the Judicial Committee of the Privy Council; and supporting the President in her role as the President of the Council and Leader of the House of Commons and assisting the President and the Parliamentary Secretary in their 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 that provides that certain powers are to be exercised by "Order in Council". These cover the interests of many Government Departments and of the devolved administrations. 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. The Privy Council Office also plays an important role in regulating Higher Education and an increasing proportion of resources is devoted to supporting the President in her jurisdiction as Visitor to 17 Universities. One noteworthy Order in Council during 2000 was an order made at Balmoral in September under the Energy Act 1976, which granted emergency powers during the fuel crisis.

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

Privy Council Office	1997-98	1998-99	1999-00
Number of Orders made, including Charters	628	594	514
Number of Charters New	5	1	3
Supplemental	7	7	0

The Judicial Committee

5. 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 which 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 under the Pastoral Measure 1983. The devolution legislation of 1998 has also given the Judicial Committee the important new function of adjudicating on “devolution issues”, that is questions of whether the devolved executive and legislative authorities in Scotland, Northern Ireland and Wales are acting within their powers.

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

Privy Council Office	Appeals registered	Petitions registered
1996	80	84
1997	73	82
1998	76	95
1999	69	67
2000	77	53

Ministerial Support

6. 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 currently include the President's position as Leader of the House of Commons, her responsibility for the management of the Government's legislative programme, her chairmanship of two Cabinet Committees and membership of numerous others, her responsibility for co-ordinating the handling of Ministerial contacts with business, her 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 mainly through the Private Office organisation and the Business Co-ordination Unit.

The Office itself

7. 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 launched our own web site (<http://www.privycouncil.org.uk>) in 2000 to provide our many clients with the information and tools they need to do business with us.

Numbers of, and salaries paid to, Senior Civil Servants in the Privy Council Office Table C. Running cost provision is shown in Table D.

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

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

Changes since last year's report

8. The Business Co-ordination Unit was established during 2000 with an interest in increasing the number of Ministerial Visits to the business community and decreasing the number of declined business invitations across Whitehall. The Unit is working towards improving the opportunities for businesses to meet and interact with Government Ministers by applying a co-ordinated approach to ministerial visits through effective communication with the business community, Private Offices and Regional Government Offices.

Aims and objectives

9. 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 operations.
 - To continue to offer effective support to the Department's Ministers in their roles as Leader of the House, 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 shows the current output and performance analysis figures.

Table D:

OPA Target	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 handled	£3,285	£3,285
Issue judgement with deadline of hearing	Proportion of cases	Not measurable	
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 from receipt of last formal document	100% 8 weeks
	Bills taxed within deadlines	100% within 9 weeks of final judgement	100% 9 weeks
	Aggregate efficiency	£4,849	£4,849

Equal opportunities

10. Within the inevitable constraints of its small size, which means, for example, that promotion opportunities within the Office are restricted, the Privy Council Office ensures 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, including home working, are available to all staff as far as Office needs permit.

Recruitment

11. In the current year the Privy Council Office has undertaken recruitment for one post from outside the Civil Service and has taken advantage of the Employment Service New Deal scheme. All of our recruitment processes are subject to audit both internally and by the Office of the Civil Service Commissioners. We have also been able to promote the Civil Service as an employer by working with Year in Industry to employ a student from September 2000 to July 2001.

Payment Performance

12. 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 1999 to 31 March 2000.

Information Technology

13. The Privy Council Office shares its computer system with the Cabinet Office. Judgements of the Judicial Committee delivered since the beginning of 1999 and some earlier judgements are now available on the World Wide Web, and we continue to make other information and services available electronically. The Office is fully connected to the Government Secure Intranet.

Investors in People

14. The Privy Council Office is IIP accredited and is committed to continuing improvement.

Sustainable development and the environment

15. The Privy Council Office is not responsible for the promotion of any primary legislation or for the direct execution of any policies that 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 and paper. Energy saving light bulbs are widely used wherever possible.

Delivering Better Public Services

- 16.** The Privy Council Office is committed to the Civil Service Reform and Modernising Government Agenda and has produced its first report on the Civil Service Reform action plans. Mechanisms are being established for assessing performance against these plans, which are consistent with the following measures:
- The Privy Council Office will continue to work with the Cabinet Office during 2000/2001 on new pay and reward systems. The Privy Council Office will implement any changes during 2001/2002.
 - Diversity targets below SCS are as follows: All permanent staff will receive basic awareness training by spring 2002, half being trained by spring 2001. All managers will be trained in valuing diversity and managing inclusion by December 2001.
 - The Privy Council Office has a successful Volunteer Strategy in place and has established links with a chartered body to develop an Interchange relationship. The Department actively supports staff in both these activities.
 - The Privy Council Office is already committed to Family Friendly Policies and currently operates a voluntary flexible working scheme and provides a voucher scheme to support staff with childcare responsibilities. The Department also has an informal home-working scheme that it plans to formalise with written policy guidance during 2000/2001.
 - The Privy Council Office is committed to undertake its first department wide consultation on staff attitudes early in 2001, using this as a basis to review communication and management practices during 2001/2002.

House of Lords

Expenditure was previously borne on Class XVIII, Vote 2; House of Lords: Peers' Expenses, Administration etc Vote, and Class XVIII, Vote 3 House of Lords Works Services Vote. From April 2001 the House of Lords has one estimate and two Requests for Resources, 1: Peers' Expenses, Administration etc; and 2: Works Services (see p160 in Annex A Cash Plan Tables).

More information regarding the financing of the House of Lords and other matters can be found in the House of Lords Annual Report and Accounts published 2nd October 2000 as HL Paper 104.

House of Commons

House of Commons Members' Salaries Etc.

1. Expenditure on Members' pay and allowances is borne on the House of Commons Members Salaries Estimate and also includes Exchequer contributions to Members' pensions, financial assistance to Opposition parties and insurance. Further information is given in the Estimate introduction.
2. The provision for pay and allowances takes account of decisions made by the House and that for financial assistance to Opposition Parties reflects increases authorised by the House in 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 the full range of the House's administrative expenditure including staff salaries, printing, postage, telecommunications, IT, broadcasting, stationery, security, catering services, accommodation costs, (including capital works, maintenance and utilities) is borne on the House of Commons Administration Estimate. Expenditure on this Vote includes a grant in aid to the History of Parliament Trust. The House of Commons lay this as a separate Summary Request for Supply at the same time as the Central Government Supply Estimates Summary request for Supply.
5. More information on this Estimate can be found in the Annual Report of the House of Commons Commission published in the summer.

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 2000 Annual Report are:
 - Savings resulting from the work of the NAO have amounted to some £1.3 billion over the last three years;
 - Saving of £8 for every £1 spent on running the Office in the year 2000;
 - £600 billion of government expenditure and revenue, split between 660 accounts, audited in 1999-00;
 - 52 major reports to Parliament;
 - Special emphasis placed on E solutions; Modernising Government; Benchmarks and Performance; Outcomes to the citizen;
 - C&AG appointed as auditor of the Strategic Rail Authority and 40 new Education Action Zones;
 - Investor in People accreditation achieved.

5. For the year 2001-02, the NAO is forecasting a significant increase in its workload. This includes:
- Addressing the audit implications of Government initiatives, including the issues arising from the Modernising Government initiative; the need to continue to make a positive contribution to the introduction of resource accounting; 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.

Efficiency and Value for Money

6. The NAO started early in the drive for efficiency savings in the public sector. Since 1990-91, the NAO's workload has increased by over 30 per cent while the net costs have gone up by around six 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, Government departments' decentralising and restructuring, and an increase in the government expenditure programme.
7. The NAO's Corporate Plan for 2000 which sets out the Office's formal medium term strategy was approved by the Public Accounts Commission in July 2000. Although the Plan intends to continue the efficiency programme that 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 2001-02. In addition there will be changes in existing audit fee receipts in 2001-02 as the Comptroller and Auditor General has decided not to reapply for appointment to the United Nations Board of Auditors when the current term expires in June 2001. The NAO's Estimate for 2001-02 was discussed and approved by the Public Accounts Commission in February 2001; at £47.6 million (net) in cash terms it is 6.5 per cent higher than in 2000-01.
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 1999-2000 about 25 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 £1.3 billion. In recent years the NAO has consistently exceeded its previous target of achieving savings of seven times its net costs. In 1999 and 2000 the target was increased to £8 for every £1 spent, and has also been achieved.

Modernising Government

12. The NAO's response to the audit implications of the Modernising Government agenda has been wide-ranging. The approach has been incorporated into financial audit, by developing sophisticated computer audit programmes, detailed systems analysis and assurance testing designed to make an assessment of how far clients' business processes and IT systems are able to produce reliable and accurate information. All audit staff are aware of the strengths and vulnerabilities of electronically held data with no paper trail and are required to undertake computer audit training.

- 13.** The NAO has also produced major reports on key themes, such as:
- Supporting well managed risk taking: “Supporting innovation: Managing Risk in government departments” surveyed practice across 257 departments and bodies and identified six essential requirements for effective risk management and innovation;
 - Modernising the Civil Service: “Modernising Procurement” sets out examples of good practice and made a number of recommendations to help achieve the £1 billion savings target set by the Government, and the NAO also participates in the Working Group set up to identify ways of quantifying improvements that contribute towards the target;
 - Promoting Information Age Government: “Government on the Web” reviewed progress in making services available to citizens and businesses electronically, its findings were promoted in a seminar attended by 150 delegates from across government;
 - Improving Service Delivery: “The Management and Control of Hospital Acquired Infection in Acute NHS Trusts in England” details 29 recommendations for improving the management and control of hospital acquired infection, the implementation of which were promoted at a conference attended by 500 delegates from across the NHS.

The Office also supports the Modernising Government agenda through the work of the Public Audit Forum, which it chairs, and the work of the Modernising Government Expert Panel, which includes representatives from the Cabinet Office, academia and the Audit Commission.

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. The NAO settled over 90 per cent of all suppliers’ invoices in 1999-2000 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 Government’s efforts to ensure that environmental costs and benefits are taken into account by public bodies. Within the NAO, environmental issues are considered actively 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, the NAO therefore plans to carry out an assessment of its environmental status 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 women recruited in 2000 was 40 per cent compared with 34 per cent three years ago and the percentage of graduate trainees from ethnic minority backgrounds recruited in 2000 was 16 per cent compared with 15 per cent three years ago.
- 18.** Currently, two of the seven senior posts (Grade 3 equivalent and above) are held by women; 21 per cent 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 per cent) 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 working with a diversity adviser to introduce a number of new measures to encourage the development of members of minority ethnic groups in particular. 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 and part-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 variety of marketing strategies to publicise its vacancies and has developed rigorous assessment and recruitment procedures to ensure that recruitment is carried out on the basis of fair and open competition. These include:
- use of assessment centres at all levels of 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.

Continuous Improvement: Investors in People and the EFQM Excellence Model

- 22.** In October 1999, the NAO achieved recognition as an Investor in People. The Investors in People assessors were particularly impressed by the NAO's level of commitment to training and development. 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.
- 23.** Since accreditation as an Investor in People organisation, the NAO continues to use the Standard to ensure its people management practices are in line with the needs of the business. In addition, the Office is now using the European Foundation for Quality Management (EFQM) Excellence Model in its drive for continuous improvement across the whole of the Office.

Senior Staff Salaries

- 24.** The NAO has a Management Board, the structure of which was revised in June 2000. It now comprises the Comptroller and Auditor General, Deputy Comptroller and Auditor General, Deputy Auditor General, five 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 2000. 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.

Table A: Salaries of NAO Management Board as at 1 April 2000

Salary Range	Number of Staff
£50,000 – £54,999	1
£55,000 – £59,999	–
£60,000 – £64,999	–
£65,000 – £69,999	–
£70,000 – £74,999	–
£75,000 – £79,999	1
£80,000 – £84,999	–
£85,000 – £89,999	4
£90,000 – £94,999	1
£95,000 – £99,999	1
£100,000 – £104,999	–
£105,000 – £109,999	–
£110,000 – £114,999	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 £15.78 million at 31 March 2000.

BIBLIOGRAPHY

NAO Annual Report 2000 NAO, July 2000

This report outlines the main features of NAO work and the results achieved. It summarises the use of resources in 1999-00, including the 1999-00 Accounts.

NAO Corporate Plan 2000 NAO, July 2000

This report outlines the main features of NAO strategy for the five years commencing 2001-02.

Modernising Government NAO, November 2000

This report outlines the NAO response and progress on the Modernising Government Agenda.

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. The Committee proposed the establishment of an independent Electoral Commission to supervise the recommended restrictions on spending by and donations to the political parties. 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 White Paper included a draft Political Parties, Elections and Referendums Bill which set out legislative proposals for giving effect to the Neill Committee's recommendations. These became the Political Parties, Elections and Referendums Act which received Royal Assent on 30 November 2000. The Electoral Commission came into existence on that date.
3. The Commission is a body independent of government, non partisan and directly accountable to Parliament. Its functions are concerned with the new regulatory framework for the reporting of donations to political parties, the ban on foreign donations and the controls on campaign spending at parliamentary and other elections. It maintains the register of political parties and regulates how they account for their income and expenditure. The Commission has supervisory powers to monitor compliance with the new arrangements.
4. Its statutory duties include –
 - Publishing reports on the administration of elections
 - Conducting reviews of the law and practice relating to elections and referendums
 - Promoting awareness of electoral and democratic systems
 - Being consulted on proposed changes to electoral law
 - Giving advice and assistance to those involved in the electoral process
 - Participation in pilot schemes for innovative electoral procedures
 - Conducting national referendums
 - Advising on matters relating to political broadcasting
 - Monitoring compliance with the controls on election campaign spending
 - Maintaining the register of political parties
 - Maintaining the register of recognized third parties
 - Maintaining the register of permitted participants in a referendum
 - Maintaining a register of those making political donations.

5. It is expected that in 2002 the Commission will absorb the functions of the Local Government Commission for England which has responsibility for reviewing local electoral boundaries.
6. The Act requires the Electoral Commission each year to submit a five-year plan to a Committee established to oversee the Commission by the Speaker of the House of Commons – the Speaker’s Committee. The plan gives details of the Commission’s aims and objectives for the next five financial years and estimates its resource requirements for this period. Once the Committee has approved the plan, it will be laid before the House of Commons.
7. The Electoral Commission’s funding is provided through an Estimate approved by the Speaker’s Committee and then laid before the House of Commons at the same time as other Main Estimates.
8. The provision sought for 2001-02 of £8.9m is substantially larger than that for 2000-01 (£2.5m). This reflects not only a full year’s costs but real growth in the Commission’s expenditure. Capital requirements increase in 2001-02 to take account of the relocation of the Commission’s head quarters and the opening of regional offices. Thereafter there is a fall in capital because the set up costs will be largely complete and an increase in current expenditure to take account of the transfer to the Commission of the functions of the Local Government Commission for England and the full year cost of work on promoting awareness of electoral and democratic systems.
9. In the Autumn of 2001 the Commission will submit accounts for 2000-01 to the Comptroller and Auditor General and the Speaker’s Committee. The Act requires the Comptroller and Auditor General to examine and certify the accounts and lay them before both Houses of Parliament with his report on them. At the same time the Commission will lay before Parliament a report about the performance of its functions during the period from its establishment to the end of the financial year 2000-01.



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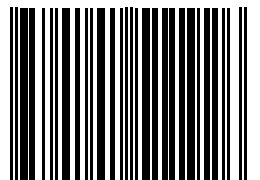
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