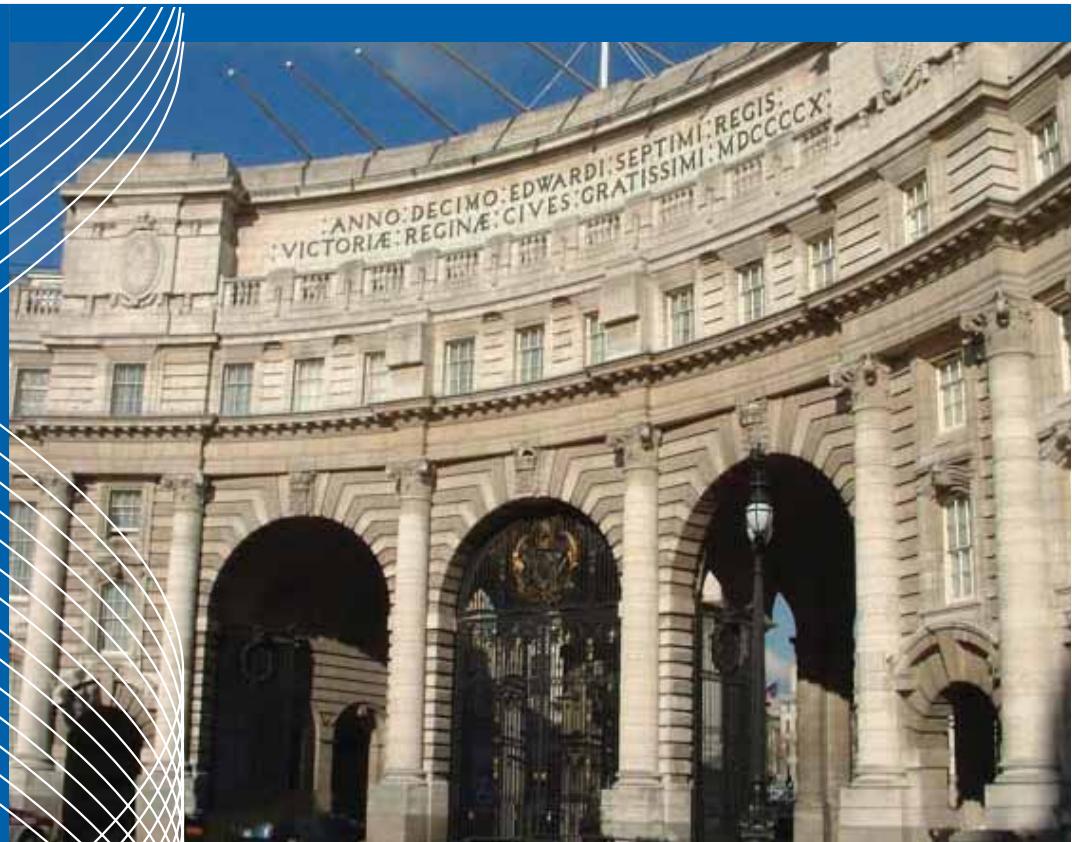**Cabinet**Office

Departmental Report 2005

This document is part of a series of departmental reports (Cm 6521 to Cm 6548) which, along with the Main Estimates, the document Public Expenditure Statistical Analyses 2005, and the Supply Estimates 2005-06: Supplementary Budgetary Information, present the Government's expenditure plans for 2005-2008.

The complete series of Departmental Reports and Public Expenditure Statistical Analyses 2005 is also available as a set at a discounted price.

Departmental Report 2005

Cabinet Office

£24.50

Contents

Foreword
by the Chancellor of the Duchy of Lancaster and Minister for the Cabinet Office, Rt Hon John Hutton MP

I am pleased to present the Cabinet Office Departmental Report for 2004-05 – an opportunity to describe the Department's progress over the previous year as well as setting out the priorities for 2005-06.

The Cabinet Office's aim is to make government more effective by providing a strong centre. We do this by working alongside HM Treasury and the Prime Minister's Office. Our aim is supported by these objectives:

- To support the Prime Minister in **leading** the Government.
- To achieve **coordination** of policy and operations across government.
- To improve delivery by **building capacity** in departments and the public services.
- To **promote standards** that ensure good governance, including adherence to the Ministerial and Civil Service codes.

We are making good progress towards the delivery of the Department's Public Service Agreement targets. We have continued to take the lead on a wide range of cross-government issues, with many notable successes. In the year ahead, we intend to build on these successes and take forward an ambitious programme of work focusing on the key areas of better regulation and public services reform.

Over the past year the Cabinet Office has continued to work on delivering better regulation and reducing unnecessary bureaucracy in the public and private sector. The latest World Bank Survey shows the UK to have some of the lowest regulatory burdens of any industrial country. A priority for the year ahead will be implementing the March 2005 Budget package, which is one of the most radical sets of reforms anywhere in the world. We will reduce the regulatory burden on business by implementing the recommendations of the Better Regulation Task Force report 'Regulation – Less is More', and the Hampton Review on regulatory enforcement and inspection. We will also drive forward a major programme to rationalise inspection arrangements in the public sector.

We continue to work with departments and public service professionals towards greater choice and more personalised public services, with continuous improvement at the heart. In March 2005, we published 'Putting People at the Heart of Public Services' which sets out the priorities for the next stage of reform of our public services, to ensure that they can meet the needs of our citizens.

One of our key objectives is to build capacity in departments and the wider public sector to improve the delivery of public services. The Professional Skills for Government programme, launched in October 2004, aims to ensure that the right mix of skills and expertise are in place to enable the Civil Service to continue to deliver world-class public services. Since September 2004, the new Head of e-Government has been building on the progress made by the e-Envoy in getting the UK online, by working to ensure that IT supports the business transformation of government so it can provide better, more efficient public services. A Permanent Secretary for Government Communication, who is responsible for improving the professionalism and effectiveness of communication across government, has been appointed.

The Civil Contingencies Act (2004) is an important element in the Government's work to improve the UK's resilience and our ability to deal with the consequences of major disruptive incidents. To ensure that citizens are equally prepared, in July 2004 we published 'Preparing for Emergencies'. This booklet was sent to 25 million households in the UK and offers practical advice on how to prepare for a range of emergencies.

A key focus this year will be the implementation of the Cabinet Office Efficiency and Relocation Programme. This combines the requirements of the Lyons and Gershon reviews and the Better Cabinet Office Programme, to release funds for front-line public service delivery.

This year, 2005-06, will be challenging with a full work programme to be delivered with tighter resources. I am grateful to all Cabinet Office staff and our stakeholders for their achievements so far and their commitment to delivering against our objectives in the future.

Rt Hon John Hutton MP

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

The Rt Hon John Hutton MP
Chancellor of the Duchy of Lancaster and Minister for the Cabinet Office

John Hutton has overall ministerial responsibility for, and gives strategic direction to, the Cabinet Office, including:
- chairing the Cabinet Office Strategy Board;
- leading on the better regulation agenda across government;
- taking forward the Government's agenda on public service reform; and
- being responsible to Her Majesty the Queen for the general administration of the Duchy of Lancaster, supported by the Duchy of Lancaster office.

Jim Murphy MP
Parliamentary Secretary

Jim Murphy supports the Chancellor of the Duchy of Lancaster and Minister for the Cabinet Office in the full range of Cabinet Office responsibilities with particular emphasis on the following areas:

- member of the Cabinet Office Strategy Board;
- overseeing the Cabinet Office's work in leading and supporting e-government;
- the work of the Permanent Secretary, Government Communication;
- the Civil Contingencies Secretariat's work;
- the Office of Public Sector Information;
- Green Minister responsibilities;
- Freedom of Information issues;
- oversight of the Central Sponsor for Information Assurance; and
- sponsorship of the Government Car and Despatch Agency.

Other ministers located in the Cabinet Office

The Rt Hon Ian McCartney MP
Minister without Portfolio and Labour Party Chair

Cabinet Office Senior Management

Sir Andrew Turnbull KCB CVO
Secretary of the Cabinet and Head of the Home Civil Service

Sir Andrew has the following responsibilities as Secretary of the Cabinet:

- the work of the Secretariats which support the Prime Minister, Cabinet and Cabinet Committees in managing the work of the Government; and
- advising the Prime Minister and, as appropriate, his ministerial colleagues on matters to do with the constitution, propriety (including the Committee on Standards in Public Life), the machinery of government and the conduct of government during elections.

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

- leading the programme of Civil Service reform and its contribution to the improvement of public services;
- the Delivery and Reform Group's work. This includes the Strategy Unit, the Prime Minister's Delivery Unit, the Corporate Development Group, the e-Government Unit, the Government Communications Network, the Better Regulation Executive, and the Office of Public Services Reform, and
- the most senior appointments in the Civil Service.

Sir Andrew Turnbull is a member of the Cabinet Office Strategy Board.

Colin Balmer CB
Managing Director and Permanent Head of the Department

Colin Balmer is responsible to the Chancellor of the Duchy of Lancaster and Minister for the Cabinet Office, and reports to the Cabinet Secretary and Head of the Home Civil Service (Sir Andrew Turnbull).

Colin Balmer is the Accounting Officer for the Cabinet Office, is a member of the Cabinet Office Strategy Board and is responsible to the Board for:

- the effective, day-to-day management of the Department;
- improving the Department's management structure;
- leading the departmental change programme, including the Efficiency and Relocation Programme, so the Cabinet Office can be in better shape to deliver our objectives and Public Service Agreement (PSA) targets;
- the Department's corporate services, including developing communications, IT, human resources and finance systems;
- overseeing relations with Cabinet Office trade unions; and
- expanding the Cabinet Office's capacity for strategic and business planning, balancing spending plans and resources.

The Cabinet Office Strategy Board

The Cabinet Office Strategy Board's role is to provide strong leadership and strategic focus for the Department.

Members of the Strategy Board at the time of publication were:

Chairman

The Rt Hon John Hutton MP
Chancellor of the Duchy of Lancaster and Minister for the Cabinet Office

Internal Membership

Jim Murphy MP
Parliamentary Secretary

Sir Andrew Turnbull KCB CVO
Cabinet Secretary and Head of the Home Civil Service

Colin Balmer CB
Managing Director and Permanent Head of the Department

Bill Jeffrey CB
Security and Intelligence Coordinator

Ivan Rogers
Principal Private Secretary to the Prime Minister

Paul Britton CB
Director, Economic and Domestic Secretariat

External Membership

Gus O'Donnell CB
Permanent Secretary, HM Treasury

The Lord Birt
Unpaid strategy adviser to the Prime Minister

Millie Banerjee CBE
Non Executive Chair, Cabinet Office Audit and Risk Committee

Other members of the Strategy Board during 2004-05 were:

The Rt Hon Douglas Alexander MP Chair until September 2004
The Rt Hon Ruth Kelly MP Chair from September 2004 until December 2004
The Rt Hon David Miliband MP Chair from December 2004 until May 2005
Sir David Omand KCB internal member until April 2005

Section 1
Overview and Performance Report

Introduction

1.1 The Cabinet Office continues to work towards its goal of making government more effective by providing a strong centre, alongside the Prime Minister's Office and the Treasury. It is led by the Chancellor of the Duchy of Lancaster and Minister for the Cabinet Office, John Hutton. Jim Murphy, Parliamentary Secretary, supports John in the full range of Cabinet Office responsibilities.

1.2 To help build capacity across government to deliver our reform programme, Sir Andrew Turnbull has developed seven Centres of Excellence. They define the standards to be met across government for a range of disciplines, and support and challenge departments in order to meet these standards. Disciplines include communication, HR, strategy, IT, financial management, procurement, and programme and project management. The Government Communication Network, set up in January 2005, will ensure that communication across government is driven by the views and needs of the public and that communicators are equipped with the highest professional standards to take this forward.

1.3 The Cabinet Office has continued to lead on delivering better regulation across government and reducing unnecessary bureaucracy in the public and private sector. In the March 2005 Budget an ambitious package of regulatory reforms was announced following the publication of the Better Regulation Task Force report, 'Regulation - Less is More', and the Hampton Review on regulatory enforcement. The Cabinet Office will take forward the recommendations of these reviews by working with other government departments, agencies and regulators to promote this agenda aimed at delivering higher productivity and increased competitiveness for business and better, more customer focused public services.

1.4 Since the last Departmental Report the Cabinet Office has continued to spearhead proposals for reform of the Civil Service, focusing on improving leadership and professional capacity and improving departmental effectiveness. The Civil Contingencies Bill, which received Royal Assent in November 2004, will deliver a single framework for civil protection and improve the United Kingdom's ability to meet the consequences of the disruptive challenges that can lead to, or result in, crisis.

1.5 During the last year there have been significant changes to the Department's leadership. Ruth Kelly was appointed as Minister for the Cabinet Office in September 2004 and was succeeded by David Miliband in December 2004. Alan Milburn was appointed Chancellor of the Duchy of Lancaster in September 2004, to provide a cross-government role in the coordination of government policy.

1.6 In May 2005, John Hutton was appointed as Chancellor of the Duchy of Lancaster and Minister for the Cabinet Office, and Jim Murphy was appointed as Parliamentary Secretary.

1.7 Since the last Departmental Report the Shareholder Executive, established in 2003 to improve the way the Government manages its shareholdings, has been transferred to the Department of Trade and Industry.

1.8 The outcome of the 2004 Spending Review was announced in July 2004 and set out the key targets to be achieved by the Cabinet Office by 2007-08. In addition, as a result of the Gershon and Lyons reviews, specific targets were set on savings to be made by increasing efficiency and on relocating posts outside of London and the South East. An Efficiency and Relocation Programme has been launched to ensure that the Department is able to meet these challenging targets.

1.9 The Cabinet Office has improved its day-to-day business operations by strengthening risk management, corporate governance and performance management functions. A revised five-year Departmental Plan will help to ensure that the work of the management units contributes directly to the key objectives of the Department. The Strategy Board, established in 2003, has continued to perform a vital role in simplifying the lines of accountability in the Department and providing strategic direction.

Progress against Public Service Agreement Targets

1.10 Public Service Agreement (PSA) targets set out each government department's aim, objectives and key outcome-based targets. They form an integral part of departments' spending plans set out in Spending Reviews, which are the means by which government makes decisions about the allocation of public funds over a three-year period.

Spending Review 2002

1.11 The 2002 Spending Review (SR2002) was announced in July 2002 establishing the funding available to the Cabinet Office for the period from 2003-04 to 2005-06 and set six PSA targets. The SR2002 PSA targets contribute towards the Government's overall delivery and reform programme. Progress against these six PSA targets is shown in **Figure 1**.

Spending Review 2004

1.12 The outcome of the 2004 Spending Review (SR2004) was announced in July 2004. Three new PSA targets for the period 2005-06 to 2007-08 were agreed, which will continue to drive progress in the areas of regulatory reform, public service delivery and civil service reform. The first assessment of performance against these targets will be made in the Cabinet Office Autumn Performance Report 2005. The relationship between the SR2002 and SR2004 targets was explained in the Cabinet Office Autumn Performance Report 2004 (Cm6414) which can be found at:
www.cabinetoffice.gov.uk/publications/reports/psa/autumn_delivery/apr2004.pdf

The Department's expenditure plans are shown in the tables in Section 4 of this report.

Figure 1 – Progress against SR 2002 targets

Target 1	Ensure departments deliver better regulation through: (i) full compliance with the Regulatory Impact Assessments (RIAs) process (ii) delivering the commitments in the Regulatory Reform Action Plan, including over 60 Regulatory Reform Orders by 2005.
Progress	On course.
Commentary	The Cabinet Office Better Regulation Executive works with departments and other bodies to reduce unnecessary bureaucracy in both the public and private sectors. This involves: ● promoting the use of Regulatory Impact Assessments (RIAs); and ● identifying deregulatory and simplification measures, including Regulatory Reform Orders (RROs). Across Whitehall, the rate of compliance with the RIA process has risen significantly in recent years and in 2004 remained consistently close to 100%. The 2004 budget announcement set out arrangements for strengthening the scrutiny of major regulatory proposals based on a thorough impact assessment. The Regulatory Reform Action Plan, published in December 2003, contains over 650 simplification and deregulatory measures, of which over 400 have now been completed. By March 2005, 25 RROs had been completed, delivering significant benefits to a range of sectors. An additional three RROs had been laid before Parliament. Although there is some slippage on the rate of delivery of RROs, and the Cabinet Office does not expect to deliver 60 by 2005-06, only three measures identified as suitable for delivery by RRO have actually been dropped. The remainder either have been or will be delivered by other means, for example the Department for Constitutional Affairs proposals to introduce periodical payments of damages were included in the Courts Act 2003 and the Department for Transport proposal to remove the requirement to surrender a driving license when changing personal details has been achieved by administrative changes.
Target 2	Improve public services by working with departments to help them meet their PSA targets, consistently with the fiscal rules. (This is a joint target with HM Treasury.)
Progress	On course.
Commentary	SR2002 set stretching outcome-focused targets for key areas of the public services. Responsibility for delivery of PSA targets rests with departmental Secretaries of State, as set out in the 'who is responsible' section of each PSA. Progress towards PSA targets is reported biannually in (spring) Departmental Reports and Autumn Performance Reports, and progress towards the SR2002 PSAs is set out on the PSA Performance website www.hm-treasury.gov.uk/performance

	Final assessment against this target will only be possible after all parts of SR2002 targets have fallen due and final assessments have been made. In the meantime departments continue to publish ongoing progress as described in the previous paragraph. Progress can of course vary up until the time when a final assessment is made. In the latest Autumn Performance Reports (autumn 2004) summary interim assessments were made for a majority of PSA targets. For targets where an assessment was made, around 70% were reported to be on course.
Target 3	Ensure departments meet the Prime Minister's targets for electronic service delivery by government: 100% capability by 2005, with key services achieving high levels of use.
Progress	Three quarters of services are now available electronically and departments forecast 96% of services should be available by the end of 2005.
Commentary	Responsibility for the delivery of individual e-services rests with the service-owning department. The e-Government Unit (eGU, formerly Office of the e-Envoy, OeE) is working with departments to deliver e-Government services through the removal of barriers to delivery and the provision of policies, products and processes that departments need developed centrally in order to succeed. In September 2002 the e-Government Delivery Programme (e-GDP), coordinated and managed by OeE, was established to drive forward the delivery of the target. The e-GDP has adopted a strategic approach that centres on mitigating three core programme risks. The first aims to address the risk that departments will not deliver services by building their capacity to do so. The second aims to increase the take-up of services by ensuring that they are focused round the needs of citizens. The third aims to mitigate the risk that services will be delivered at excessive cost by delivering common building blocks. Progress against each of these three core programme work streams is set out below.
	1) Service delivery Departments continue to work towards the target for all government services to be available electronically by 2005. The latest electronic service delivery returns, carried out at the end of Quarter 2 of 2004, show that three quarters of the currently identified services are now available electronically, and departments are forecasting continued progress through to the end of 2005. Departments expect 96% of services to have electronic capability by the end of 2005 and eGU will assure this by continued monitoring of departmental progress. Those services that are not planned to be fully available by the end of 2005 fall into the following categories: ● Specific exclusions: there are some instances where constituent parts of a service/process are not planned to be made electronic at present, owing to policy reasons. An example is where security concerns have come to light during the design stage of a service which have been judged sufficiently high risk as to delay and in some cases cancel online delivery – Justice and Vehicle services are areas that have been affected in this way.

- Pilots and part rolled-out services currently account for more than any other category of services not planned to be fully electronically available by the end of 2005. Typical examples are of major services that regularly touch citizens' lives, where it clearly makes sense to develop the services in a phased manner to mitigate project risk. Health, and Land and Property are two examples of areas affected. Because the services will have been established initially as pilots, they will not be spread across the country by the end of the year and will not count against the target. Nationwide roll-out of these services will depend on the success of the pilots.
- Reform projects: other services are dependent on major reform projects being completed, such as in the Land and Property category, and the projects would be put at further risk by advancing roll-out programmes, where it is not yet appropriate to do so. To complete e-delivery of these services ahead of the reforms would require disproportionate expenditure for minimal gains.
- New or disaggregated services: the number of services has increased over the target period as new services have been created, and others have been split up to reflect the business aims of the relevant department better.

These four categories encompass areas where it is no longer optimal to make services electronically deliverable by the end of 2005. It is expected that all other services will be e-enabled before the end of the target period, at which time it is forecast that over 600 government services will be offered through new electronic channels to citizens and businesses. This is a significant achievement – the Government has succeeded in stimulating a major transformation in public services by use of electronic channels.

2) Increasing take-up

Based on the most recent Office for National Statistics survey, 30% of the adult population claim to have visited government websites in the last 12 months, just over half of the internet population. Most of these visitors consume government information services. However, with more transactional services being made available, around 6% of the population (10% of the online population) are now submitting applications or forms online. These figures only reflect online service use – there is evidence that use of other forms of electronic channel is on the increase. For example, driving test bookings, which use telephone and internet self-service technology, have seen rapid take-up over the last three years since launch. 40% of annual test booking transactions are now electronic.

The eGU continues to monitor the use of e-Government services and the outlook is encouraging. Some service areas are beginning to see high electronic transaction levels as a percentage of total transactions and others are experiencing high annual growth rates. Examples include:

- Services to businesses: 67% of incorporations are now electronic – up 19% from the previous year.

- Benefit and personal taxation services: over 1.1 million self-assessment tax returns for 2002-03 were submitted electronically by April 2004 with over twice the number submitted over the internet than the previous year.
- Transport and travel services: 79% of vehicle registrations are electronic.
- Educational services: over 65% of university applicants used electronic application services for 2004 entry.
- Health services: 'NHS Direct Online' receives over 600,000 visits each month. The latest figures show a 50% increase in visits from the previous year.
- Citizen interactions with the justice system: take up of the Court Service's internet service, 'Money Claim Online', continues to grow with over 60,000 claims being issued and over 11,000 responses filed.
- Land and property services: 'Land Register Online' is attracting over 1,300 applications a day.
- Agriculture: over 50% of cattle tracing system transactions are now electronic.
- e-Democracy: all major government consultations are now available online and there are many good examples of successful government e-participation methods. For example, in response to the 2004 'UK Sustainable Development Strategy' consultation, 56% of the total responses submitted were generated online with over 1,300 experts invited to participate in an online virtual panel.

The flagship service 'Directgov' has been successfully launched and received over 1.1 million visits in January 2005. Even without any significant marketing independent usage tracking by 'Hitwise' rated Directgov in the top 10 of most visited UK government websites in 4 of the last 6 months of 2004.

Finding suitable private or public sector service comparators to judge whether electronic service take-up is high is complicated by the fact that services are diverse in terms of objectives, frequency of use, target audience, service maturity and channel availability. As a result benchmarks are invariably far from perfect. However, the table below provides some general, high level citizen and business comparators from the Office for National Statistics surveys of internet use to provide some context to the take-up figures presented.

Service area	Service take-up	Broad high level comparators to provide context/ Evidence of Growth in take-up
Services to businesses	67% of incorporations are now electronic	- Take-up increased 19% year on year 6% of UK micro-businesses use the internet to return completed forms to public authorities 28% of UK micro-businesses place orders over the internet 34% of the adult population use the internet for buying products or services

Benefit and personal taxation services	12%, over 1.1 million self-assessment tax returns for 2002-03. 25% of tax credits claims are made online	• High growth - over twice the number submitted over the internet than the previous year • 21% of adults were regularly using financial services online in 2004
Transport and travel services	79% of vehicle registrations are electronic	• 7% of UK businesses use the internet to return completed forms to public authorities • 29% of UK businesses place orders over the internet
Educational services	Over 65% of university applicants used electronic application services for 2004 entry	• 24% of adults currently use the internet to find information related to education
Health services	'NHS Direct Online' receives over 600,000 visits each month	• The latest figures show a 50% increase in visits from the previous year
Agriculture	Over 50% of cattle tracing system transactions are now electronic	• 6% of UK micro-businesses use the internet to return completed forms to public authorities • 28% of UK micro-businesses place orders over the internet
e-Democracy	Sustainable Development Strategy consultation, 56% of the total responses submitted by people were generated online	• 21% of adults were regularly using financial services online in 2004

The above table provides take-up data and evidence of high take-up for a number of services spanning areas such as Tax, Business and Health. eGU is committed to conducting an assessment against the technical note for this target at the end of the target period, and an interim assessment in the 2005 Autumn Performance Report.

3) Cost optimisation

The objective of this work stream is to reduce the cost, risk, and time-to-market of e-Government through the delivery of common infrastructure; and to address the issue of incompatible and unintegrated systems across government through the setting of common standards.

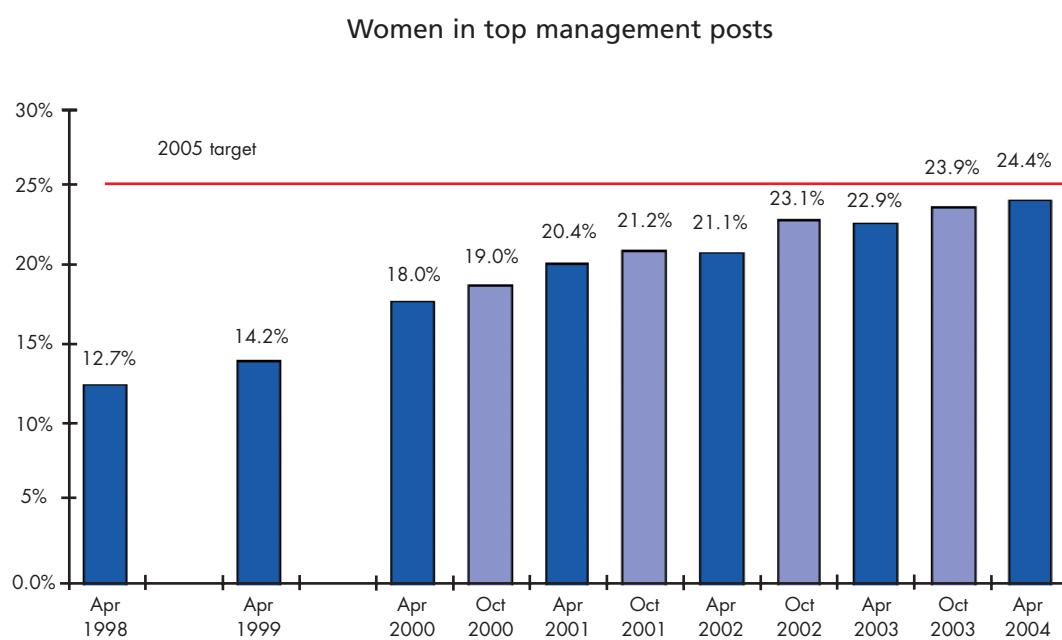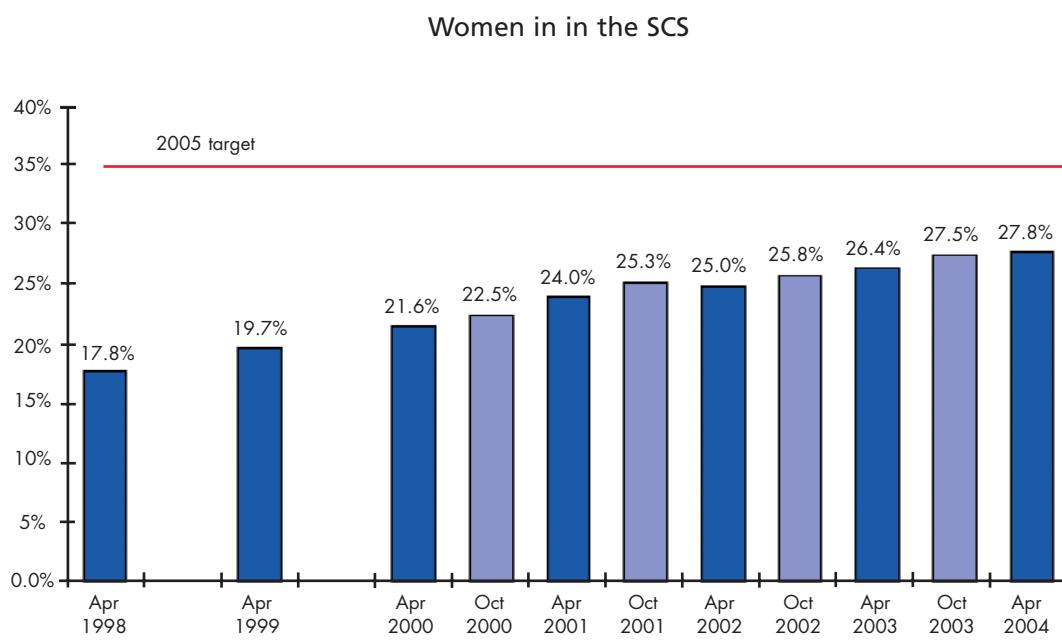|	
Target 4	Ensure that the Civil Service becomes more open and diverse, by achieving by 2004-05 the agreed targets of: ● 35% Senior Civil Service (SCS) to be women; ● 25% of top 600 posts to be filled by women; ● 3.2% of the SCS to be from ethnic minority backgrounds; and ● 3% of the SCS to be people with disabilities.
Progress	The Civil Service is making good progress to meet its targets to double the numbers of staff from under-represented groups in the Senior Civil Service by 2005. In particular the progress being made to employ minority ethnic staff, and on women in top management positions **(see Figure 2),** indicates that these two challenging targets are on course to be delivered. The number of disabled people in the Senior Civil Service has increased and there has been a continuing increase in the proportion of women in the Senior Civil Service. However, the 2005 targets for both disabled people and women in the Senior Civil Service remain a significant challenge. A number of programmes have been put into place, at corporate and departmental level, to build on progress**.**
Commentary	April 2004 data, published on 21 October, shows that: ● 27.8% of the Senior Civil Service are women, up from 17.8% in 1998. The target is still a challenging one, though the percentage of women in the SCS has risen for the fifth consecutive occasion since April 2002; ● 24.4% of those in the very top management posts are women, up from 12.7% in 1998. This includes three women at Permanent Secretary level; ● 3.3% of staff at Senior Civil Service level are from minority ethnic backgrounds, up from 1.6% in 1998. Although this slightly exceeds the target level of 3.2%, this does not mean that the target has been met. The Cabinet Office will judge whether the targets have been met on the basis of April 2005 data, and judge progress towards the targets on long-term trends rather than individual data points. Therefore the Cabinet Office is continuing to make efforts to sustain progress; and ● 2.3% of staff at Senior Civil Service level are disabled, up from 1.5% in 1998. The Cabinet Office is pleased to note the increase in representation of disabled staff in the SCS, but remains concerned about the lack of progress being made against the disability target and is prioritising action to accelerate progress.

Action to make further progress includes:

- renewing leadership commitment: Sir Andrew Turnbull and Martin Narey (as Diversity Champion for the Civil Service) launched a new network of diversity champions in July 2004. Members of the network are at Board-level in departments with responsibility for driving the diversity agenda in their organisation. Priorities for the network are to strengthen accountability for diversity action and provide a forum for ensuring that departments learn from and replicate good practice;

- Waqar Azmi took up post as Chief Diversity Adviser on 1 October 2004. One of his early priorities is to examine further interventions to address under-representation at senior levels.

- new departmental targets: departments are being asked to set new targets for 2008. Some have already set targets significantly above the corporate targets (for example the Home Office have set a target for 8% of the Senior Civil Service to be from ethnic minority backgrounds by 2008); and

- the evaluation and relaunch of programmes to bring on under-represented groups: the Cabinet Office is continuing to select high potential staff for corporate programmes to develop minority ethnic and disabled staff for the Senior Civil Service. The Cabinet Office is also evaluating these schemes and will relaunch next year.

Data quality

Information on ethnicity and disability is collected using voluntary surveys and some staff choose not to respond to these.

A resurvey of the ethnicity of Civil Service staff was launched in 2001 to improve data quality and comparability with new national population data. The resurvey exercise was introduced after extensive consultation and work with departments and agencies, trade unions, the Office for National Statistics, and the Commission for Racial Equality.

The proportion of SCS level staff for whom ethnicity is known has risen to 81.3%, from 77.6% in October 2003, 72.9% in October 2002 and 66.9% in April 2002. The proportion of all Civil Service staff for whom ethnicity is known has risen to 73.7% from 67.1% in October 2003, 64% in October 2002 and 61.9% in April 2002.

Statistical tests indicate that data for the Civil Service overall are robust with little variation, and that the Cabinet Office can be confident that the long-term trend in the proportion of known minority ethnic staff at SCS level is increasing.

It is believed that Civil Service staffing statistics under-estimate the extent of disability within the Civil Service. Data from the Civil Service Diversity Survey in 2000 suggests that around 15% of staff have a disability or long-standing illness, as opposed to the 4.3% shown by Civil Service staffing statistics. Civil Service staffing statistics are based on the number of individuals reporting a disability (variously defined by departments) as a proportion of all staff.

To look at the issues of improving statistics and addressing under-reporting, the Cabinet Office set up a Disability Working Group, including representatives from departments, trade unions, external disability organisations and disabled staff networks. As a result of the group's work, the main changes that have been agreed and which are being implemented across departments are:

● simplifying the collection: departments and agencies now supply data to Cabinet Office only on a declared 'yes', declared 'no' and 'undeclared' basis. The previous requirement was for departments to supply information against 20 or so different categories of disability; and

● ensuring resurveys on a regular basis: departments and agencies are to update their data on disability status at least every two years, either through resurveys or the effective use of e-HR systems and employee self-assessment.

The Cabinet Office is doing some further work in partnership with the group to look at the design of disability monitoring forms.

Figure 2 – PSA Target 4 Long-term trends

Women in in the SCS

Date	Value
Apr 1998	17.8%
Apr 1999	19.7%
Apr 2000	21.6%
Oct 2000	22.5%
Apr 2001	24.0%
Oct 2001	25.3%
Apr 2002	25.0%
Oct 2002	25.8%
Apr 2003	26.4%
Oct 2003	27.5%
Apr 2004	27.8%

2005 target

Women in top management posts

Date	Value
Apr 1998	12.7%
Apr 1999	14.2%
Apr 2000	18.0%
Oct 2000	19.0%
Apr 2001	20.4%
Oct 2001	21.2%
Apr 2002	21.1%
Oct 2002	23.1%
Apr 2003	22.9%
Oct 2003	23.9%
Apr 2004	24.4%

2005 target

Minority ethnic staff at SCS level
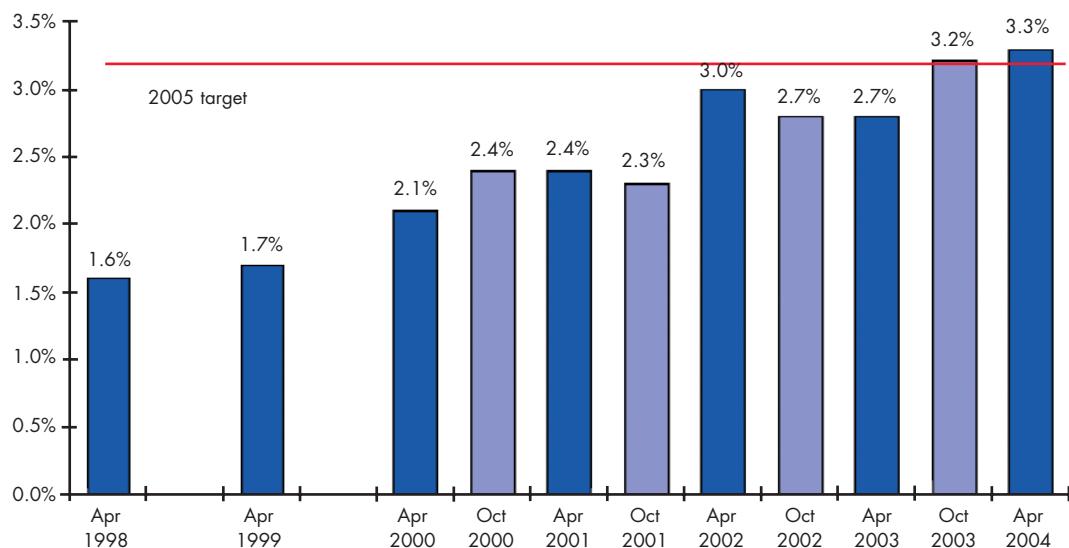
Disabled staff at SCS level

Target 5	Improve public services by working with departments to redesign services around the needs of customers and embed the four principles of public service reform, with progress measured by survey evidence.
Progress	On course.
Commentary	The Office of Public Services Reform (OPSR) works with departments and other public bodies to make services more customer-focused. In addition to achieving the commitments set out in the PSA target OPSR is focusing on helping deliver the Government's strategy for the next phase of reform where the focus will be on the delivery of a more personal approach to services, one that is grounded in principles of: ● universal provision with personalised delivery; ● high standards flexibly delivered; and ● equity and choice. By bringing together these features, public services will be fit to serve the diverse and changing needs of citizens. More details on our approach were published in 'Putting People at the Heart of Public Services' (March 2005) which sets out the priorities for the next stage of reform. We continue to work with departments and public service professionals towards greater choice and more personalised public services, with continuous improvement at the heart. PSA target 5 is an indicator of the progress of reform from across government. It has been measured by means of surveys of people responsible for delivering improvements – from senior civil servants to public service managers in front-line services.
Customer satisfaction	The success of reform will ultimately be judged by customers' experience. Therefore departments are encouraged to regularly collect, analyse and act on customer feedback. For the Spending Review 2002 (SR2002), seven departments have PSAs that measure customer satisfaction explicitly. These PSAs cover: ● patient experience (inpatients, outpatients, and 'Accident and Emergency'); ● fear of crime; ● court users; ● public confidence in the legal system (including victims and witnesses); ● customer service (Job Centre Plus, Pensions Agency, Child Support Agency); ● Customs and Excise; and ● the Inland Revenue. More detail on measurement and performance on these customer PSAs can be found on the HM Treasury PSA website: http://www.hm-treasury.gov.uk/performance

OPSR supports departments by offering expertise on research and data collection, including specific advice on market research, techniques for measuring satisfaction, understanding diverse types of customer, and identifying the important factors that influence customer experience. Taken together this approach provides a framework for putting people at the heart of public services.

OPSR works directly with departments in four areas that are critical to improving customer focus in public services. These are new relationships with schools, local government strategy, improving confidence in the criminal justice system and citizen-focused policing.

Other activities in support of reform that contribute to the PSA include:

- seminars on reform that bring together civil servants and people from the wider public service to discuss key issues;
- communication: publications and articles explaining the public service reform agenda; regular newsletters to senior managers and senior civil servants;
- supporting departments in producing strategies for developing their employees' capacity for reform, as well as ensuring liaison with employers and trade unions; and
- coordinating the implementation of the Government's policy on inspection and external review so that inspection focuses on improving services for users, and delivers value for money.

OPSR has also relaunched the Charter Mark programme to encourage improvement and engagement with customer service issues across the public sector. Organisations are being encouraged to operate at this national standard level and work towards formal accreditation with assessments carried out by accredited bodies with the cost borne by the assessed organisation. This will allow for a greater number of assessments while maintaining the high level of support and scrutiny that is associated with the Charter Mark standard.

Survey of public service managers

To test support for the principles of public service reform, OPSR commissions a six-monthly survey of public service managers. This provides the following indicators of progress for each of the principles of the Government's reform strategy.

Strongly agree/tend to agree %

Principle	Survey question	Baseline Dec 2002	Jun 2003	Dec 2003	Jul 2004	Dec 2004	Target 2005
National standards	'My organisation is clear about the national standards it needs to deliver'	90%	94%	92%	94%	92%	Maintain at or above baseline level
Devolution and delegation	'My organisation decides for itself how best to spend its budget in order to meet its priorities'	48%	48%	47%	49%	45%	52%
Flexibility	'Staff working practices are flexible to provide high quality services'	52%	53%	55%	60%	58%	56%
Choice	'My customers have a choice of the services they receive'	25%	27%	25%	32%	32%	29%

Target levels have already been achieved for three of the four public service manager indicators and work continues to ensure that the principles of reform are promoted throughout the public services. The indicator for devolution and delegation shows a downward trend. OPSR is working with departments to ensure that this position is improved. In particular, work on new relationships with schools, reform of inspection and the local government strategy is driving towards greater delegation of responsibility This work is supported by a communication strategy of seminars, newsletters and publications which promote the reform principles.

Survey of senior civil servants

OPSR also commissions an annual review of senior civil servants, which measures perceptions of progress on reform. The baseline was established in the first survey in 2003.

Indicator	Baseline September 2003	September 2004	Target 2005
'How much do you feel you know about the Government's public service reform strategy?' (percentage responding 'a great deal' or 'a fair amount')	81%	80%	83%
'To what extent do you personally support the Government's public service reform strategy overall?' (percentage responding 'strongly support' or 'tend to support')	87%	87%	90%

The survey of senior civil servants at October 2004 indicated a broadly stable position from a high baseline. OPSR is working with departments and Delivery and Reform team colleagues to ensure that this position is maintained and if possible improved.

Target 6	Achieve a 2.5% saving per year on administrative resources
Progress	On course
Commentary	The Cabinet Office Resource Accounts for 2003-04 showed a significant underspend on administration costs demonstrating that Cabinet Office lived within a flat SR2002 administration costs settlement. Departmental priorities for financial year 2004-05 were agreed by the Strategy Board and budgets were distributed according to those priorities. The financial allocations for 2005-06 have been distributed taking account of the outcome of SR2004 and the new efficiency and relocation targets. Work towards this target has now been superseded by the efficiency and relocation targets agreed as part of SR2004. More information on how the Cabinet Office Efficiency and Relocation Programme plans to deliver these savings can be found at the end of this section.

Departmental investment strategy

1.13 The Cabinet Office Departmental Investment Strategy (DIS) builds on earlier published Investment Strategies and sets out the department's plans for 2005-06 to 2007-08 taking account of the outcome of SR2004. Future capital investment and progress in the key areas are set out below.

1.14 During the year the Office of the e-Envoy (OeE) was altered to become the new **e-Government Unit** (eGU) and a new Head of Unit appointed. The role of the eGU is to deliver services to other government departments so that they may provide better, more efficient, online services to the public. eGU has continued to invest in core central infrastructure services known as the common infrastructure - the Government Gateway, Delivery on the Promise (DotP) and the Knowledge Network.

1.15 Developments on the Gateway include:

● multiple new online services from Local Authorities and central government departments;
● notification/alerts functionality and service; and
● improved testing and regression automation tools to increase stability of releases.

1.16 Delivery on the Promise (DotP) developments include:

● site build out tool taking up to 80% out of the time to implement new sites; and
● site management tool enabling departments to manage changes to sites themselves avoiding additional third party support costs.

1.17 Cabinet Office continues to invest in **SCOPE**, a pan-government business change programme, that will facilitate the secure use of intelligence across government, by making it available quickly, flexibly and securely, to all those who need it. The programme sits in the Intelligence and Security Secretariat, which is continuing to invest capital funding on behalf of the intelligence community.

1.18 The **Government Car and Despatch Agency** (GCDA) provides a chauffeur service and distribution service. GCDA has continued with its vehicle replacement programme including the purchase of dual fuelled vans to add to the existing fleet of 'green' vans. In addition there will be further investment in the maintenance of premises and IT equipment to modernise and improve electronic communication and processing skills.

1.19 As part of the **Accommodation Strategy** Cabinet Office continues to rationalise its estate, a strategy further reinforced by SR2004, in the form of the Lyons and Efficiency Reviews. Currently there are plans to dispose of Hepburn House, 2 Little Smith Street and 7 St. James Square once the leases expire.

1.20 The **Emergency Planning College**, part of the Civil Contingencies Secretariat, continues its 10 year capital investment plan. As part of this commitment, it has recently completed upgrades to its residential accommodation, training and library facilities.

Better regulation

1.21 The Cabinet Office does not legislate in high volumes and as such produces very little regulation of its own.

1.22 However, the Better Regulation Executive (BRE, formerly the Regulatory Impact Unit) leads on delivering better regulation across government. This includes working with departments to promote the use of Regulatory Impact Assessments, the Code of Practice on consultation policy, and identifying areas for regulatory reform, including Regulatory Reform Orders (RROs) (see commentary on progress against PSA Target 1 and entry for BRE in Section 3).

1.23 The following sections highlight how the Cabinet Office has performed against the principles of better regulation over the period 2004-05.

1.24 Degree of compliance on **consultation** and the **Regulatory Impact Assessment (RIA)** process: the Cabinet Office has conducted four new formal public national consultations since January 2004. These were on the Civil Contingencies Act 2004, proposals for legislation for the Civil Service, Civil Service pension reforms and ways of implementing the European Directive on the re-use of public sector information. The consultations ran for 12 weeks or more and were compliant with the code of practice on consultation and RIA process. This made the implementation process transparent and allowed industry and the public to contribute to the decision making process. Two of the proposals involved new costs or burdens and therefore underwent full RIAs. The RIAs contained commitments to undertake reviews within three years of implementation. There were no 'limited consultations' of less than 12 weeks carried out over the same period. However, the Prime Minister's Strategy Unit conducted an informal consultation and initial RIA to inform research for its Disability Project Interim Report, which was an example of the effective use of an RIA at an early stage of policy development.

1.25 Consultation best practice: the Civil Contingencies Act received Royal Assent in November 2004. To help stakeholders understand the wider context of what they are being asked to do under the new legislation and how it fits with related initiatives, the Civil Contingencies Secretariat held extensive discussions and information-sharing sessions with those affected by the new Act, taking a proactive, inclusive approach tailored to consultees.

1.26 Delivery of measures for **regulatory reform:** the Cabinet Office currently has no commitments or RROs of its own in the Regulatory Reform Action Plan of deregulatory and simplification measures and no RROs were dropped during the last year, but the Better Regulation Executive has worked actively with departments in identifying regulatory reform measures across government.

1.27 Examples of **regulatory reform reviews**: Cabinet Office officials carried out review sessions with all Departments who have delivered RROs to obtain information about the workings of the Regulatory Reform Act 2001. This Act contains a wide power to reform primary legislation by RRO without the need for a Bill, as long as burdens are removed or reduced. These review sessions raised a number of issues, both procedural and on the workings of the Act, which were discussed at a Regulatory Reform Committee oral evidence session attended by the Minister for the Cabinet Office on 16 November 2004. The Cabinet Office is carrying out a full review of the Act, which will be published alongside a public consultation document in summer 2005.

1.28 Use of **alternatives to classic regulation**: the Prime Minister's Strategy Unit published a report on a sustainable and profitable future for UK fishing. Alongside classic regulation, the report explored possible voluntary agreements with the fishing industry to enhance market opportunities, to achieve precautionary management of capacity and to develop marine protected areas.

1.29 The Cabinet Office has not used any **'sunset' clauses** (clauses requiring laws to be removed automatically after a fixed period unless specific action is taken to keep them in place) in the period covered by this report.

Efficiency target

1.30 The Cabinet Office has a target, agreed in SR2004, of realising total efficiency gains of at least £25 million by 2007-08. The Department also plans to achieve a total reduction of 150 Civil Service posts and be on course to relocate 250 posts out of London and the South East in the same period. This target will supersede the Department's SR2002 PSA Target on reducing administrative resources as explained in the Autumn Performance Report 2004 (Cm 6414).

1.31 A programme has been established to oversee the delivery of these efficiency gains which includes over twenty projects and initiatives that will either directly deliver efficiencies or enable efficiencies to be delivered at a later date. In its Efficiency Technical Note (ETN), published on 29 October 2004, the Cabinet Office set out the methods by which it would measure, monitor and quantify these efficiency gains.

1.32 The following sections highlight some of the progress towards achieving our targets for efficiency and relocation.

1.33 Procurement. Good progress has been made with the Cabinet Office Financial Management Information Project, a project to improve financial management information within the Cabinet Office. To support the ongoing success of this project some reorganisation has taken place within the financial management structure of the Cabinet Office which will deliver efficiencies through reducing the level of manual intervention within transaction processing. Greater clarity of expenditure patterns will also provide more opportunities for identifying where efficiencies could be gained.

1.34 An Investment and Procurement Team (IPT) has been created to improve investment decision making and project, programme and procurement capability in the Cabinet Office. Through building the capacity of the IPT it is expected that procurement efficiencies of around £6m will be delivered by the end of 2005/06.

1.35 Whitehall HR Shared Services Centre. Following detailed senior discussions within Cabinet Office, HM Treasury and the Office of the Deputy Prime Minister on the findings of a report which examined the option of establishing a HR Shared Service capability across the core business areas of the three departments, a decision has been made that HR Shared Services will be established on an in-sourced basis and work has now begun on detailed design.

1.36 Information and Communication Technology (ICT). The Cabinet Office has negotiated changes to the scope and pricing of its IT services contract as part of an extension of the contract. This will enable the continued provision of IT services within a flat line budget and also provide an opportunity to investigate thoroughly the scope for further reducing IT costs through collaboration with other government departments in future years.

1.37 Communications. Following a review of communication needs, a significant proportion of personnel involved in communication work has been centralised. A new structure has been developed which aims to meet expectations of an improvement in the quality of service offered. The 'Better Internet Project' aims to unify more than sixty existing websites managed across the Department into a single, high quality, coherent and user-focused and friendly site. These measures should ensure that the Cabinet Office is able to deliver the savings for 2005–06 as set out in the ETN; this includes a headcount reduction of eight posts and savings in the region of £0.32m.

1.38 Relocation. A project is under way to explore the opportunity of co-locating Her Majesty's Stationery Office (HMSO) with other government departments in the Norwich area. Similarly, the e-Government Unit is exploring the opportunity of co-locating parts of its business with another government department in Manchester.

1.39 Policy, Funding and Regulation (PFR). The Cabinet Office is committed to achieving the planned workforce reductions as set out in the Department's ETN. The departmental annual business planning rounds will reinforce the achievement of the planned reductions.

Section 2
The work of the Cabinet Office

2.1 This section outlines the work of the Cabinet Office's management units and how they contribute to the achievement of the Department's objectives.

2.2 The Cabinet Office's aim is to make government more effective by providing a strong centre. This aim is supported by the following objectives which were announced in the 2004 Spending Review. The 2002 Spending Review PSA targets still contribute to these objectives.

Objective 1	**Support the Prime Minister in leading the Government.**
Objective 2	**Achieve coordination of policy and operations across government.**
Objective 3	**Improve delivery by building capacity in departments and the public services.**
Objective 4	**Promote standards that ensure good governance, including adherence to the Ministerial and Civil Service codes.**

2.3 In this section, each management unit is listed under one of these objectives. However, many of the units contribute to more than one of these objectives, either directly or through a business support or corporate service role. A table setting out these relationships and staff numbers for each unit is shown at **Figure 3**.

Figure 3 – Relationship between management units and objectives with staff numbers

Management Unit	Supports objectives	Number of staff
Business Development Division	5	9
Better Regulation Executive	3	73
Central Sponsor for Information Assurance	2	20
Ceremonial Secretariat	1	18
Civil Contingencies Secretariat	1, 2	89
Committee on Standards in Public Life	4	5
Communication Group	5	43
Corporate Development Group	1, 3, 5	446
Defence and Overseas Secretariat	1, 2	49
Economic and Domestic Secretariat	1, 2	24
European Secretariat	1, 2	33
e-Government Unit	3	96
Financial Management Division	5	52
Government Communication	1, 2, 3, 4	161
Histories, Openness and Records Unit	5	22
Human Resources	5	54
Independent Offices	4	23
Infrastructure Division	5	87
Intelligence and Security Secretariat	1, 2	116
Intelligence and Security Commission	4	3
Office of Public Sector Information (including Her Majesty's Stationery Office)	4	27
Office of Public Services Reform	1, 2, 3	29
Office of the Government Chief Whip (House of Commons)	1, 2, 5	21
Office of the Government Chief Whip (House of Lords)	1, 2, 5	9
Parliamentary Counsel Office	1, 2	70
Prime Minister's Delivery Unit	1, 3	43
Prime Minister's Office	1	180
Private Offices Group (including Propriety and Ethics)	3, 4, 5	68
Strategy Unit	1, 3	66
	Total	1936

Note:
 i) A figure '5' in the middle column indicates that the unit performs business support/corporate service functions.
 ii) Staff numbers are expressed as full time equivalents and are sourced from figures provided to the Office for National Statistics for Civil Servants in post as at 1 April 2005.
 iii) Further information on staff numbers can be found in Table 6 in Section 4 of this report.
 iv) The Cabinet Office internal audit function is now provided by the Office of the Deputy Prime Minister.
 v) The figures for Government Communication include the staff from the Government News Network who are transferring to the Central Office of Information.

Objective 1 – Support the Prime Minister in leading the Government

The Prime Minister's Office

2.4 The Prime Minister's Office, No 10, works with the Cabinet Office to provide central direction for the development, implementation and presentation of government policy.

2.5 No 10 is staffed by a mixture of civil servants and special advisers and headed by a Chief of Staff. There are a number of different units within No 10.

2.6 The No 10 **Policy Directorate** provides advice to the Prime Minister on domestic and economic policy issues, conveying his views on issues to departments and ensuring follow-up as required. The Directorate works closely with ministers, special advisers and officials in other departments.

2.7 The **Parliamentary Section** handles all parliamentary affairs for the Prime Minister.

2.8 The **European and Foreign Policy Advisers' Office** provides advice and support to the Prime Minister on all European Union (EU) business and foreign affairs. It is supported by the European and Defence and Overseas Secretariats in the Cabinet Office.

2.9 The **Events and Visits 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.

2.10 All the Prime Minister's communications are issued from No 10 – the strategy is devised and coordinated by the **Strategic Communications Unit**. The No 10 **Press Office** handles day-to-day contact with the media. The **Corporate Communications Division** is responsible for all forms of communication directly to and from the public, including managing the Prime Minister's correspondence and the No 10 website www.pm.gov.uk. Visits to the website continued

to exceed six million during 2004, with over 36,000 subscribers to its email update service.

2.11 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 that he either makes himself or on which his views are sought.

2.12 Underpinning all responsibilities is the administrative support provided by the team of **Duty Clerks** and **Garden Room** staff who work a range of shifts to provide a 24 hours a day, seven days a week service throughout the year. The **Operations** team provides corporate support for the whole of No 10 including facilities management, security, IT and telecommunications, finance and human resources.

2.13 The Prime Minister's Office has a number of working groups, which are well supported by staff across No 10. All key strategic decisions on running the Prime Minister's Office are taken by the No 10 Management Board.

2.14 You can find more information about the Prime Minister's Office on the No 10 website www.pm.gov.uk

Ceremonial Secretariat

2.15 The Ceremonial Secretariat supports the Prime Minister in the preparation of his Honours Lists and deals with honours and medals policy. Its aim is to produce timely recommendations for honours and awards that are regarded as fair and representative, reflecting the Government's priorities and public input. It does this through a series of specialist assessment committees which advise the Cabinet Secretary, who puts forward recommendations to the Prime Minister. As well as operating the Prime Minister's Honours List, the Secretariat's objectives include providing a high quality public nominations service and promoting the recognition of acts of gallantry in the United Kingdom.

2.16 Following recent reviews, a programme of

change is under way. The system of committees supporting the Cabinet Secretary is being changed. In future the majority of members on all the committees will come from outside government service. More is being done to increase awareness of the honours system across the country.

2.17 You can find more information about the Ceremonial Secretariat on the website www.cabinetoffice.gov.uk/ceremonial

Objective 2 – Achieve coordination of policy and operations across government

Security and Intelligence Coordinator

2.18 The Security and Intelligence Coordinator is responsible to the Prime Minister for coordinating UK work on intelligence, security, counter-terrorism and crisis management issues. As part of this role, he oversees the Civil Contingencies Secretariat, the Intelligence and Security Secretariat and leads interdepartmental work on counter-terrorism and crisis management.

2.19 The Security and Intelligence Coordinator is the Accounting Officer for the Single Intelligence Account, from which the three Security and Intelligence Agencies are funded. He also acts as Deputy Chair of the Civil Contingencies Committee, supports the Home Secretary in his role as Chair, and in the event of any serious incident requiring central government coordination, acts as the Government's senior Crisis Manager.

2.20 Bill Jeffrey took up the post of Security and Intelligence Coordinator and Permanent Secretary in April 2005.

Intelligence and Security Secretariat

2.21 The Intelligence and Security Secretariat is at the centre of the UK's intelligence and security network. Its prime function is to support the Joint Intelligence Committee (JIC), which provides ministers and senior officials with regular intelligence assessments on a wide range of both immediate and longer-term issues affecting the UK's national interests. This primarily involves security, international crime, defence and foreign affairs. The JIC advises on the policy making process across Whitehall.

2.22 The **Chairman of the JIC** is specifically charged with ensuring that it carries out its warning and monitoring role effectively. He is also responsible for preparing intelligence requirements for ministerial approval, and promoting policy developments within the intelligence community.

2.23 The **Security Policy Division**, which is part of the Intelligence and Security Secretariat, is responsible for coordinating protective security policy across government departments, associated bodies and international organisations where the UK has an interest.

2.24 The Intelligence and Security Secretariat also directs, manages and coordinates the **SCOPE** business change programme. This will increase the Government's ability to make use of secret intelligence by making it available securely and appropriately to those who need it.

2.25 You can find more information about the Intelligence and Security Secretariat on the website www.official-documents.co.uk/document/caboff/nim/natint.htm

Central Sponsor for Information Assurance

2.26 The Central Sponsor for Information Assurance (CSIA) is responsible for providing ongoing assurance to government that the risks to information systems underpinning the UK's key public interests are appropriately managed. The unit achieves this through its four objectives:

- providing leadership and coordination of the Government Information Assurance Strategy;
- ensuring appropriate governance arrangements are in place for information assurance;

- sponsoring and providing information assurance capability across the UK; and
- developing partnerships across the public and private sectors to influence and benefit from information assurance activities in the wider environment.

2.27 CSIA works closely with a wide range of public and private sector partners, in particular the Home Office, the National Infrastructure Security Coordination Centre, and CESG (The National Technical Authority for Information Assurance), as well as the Intellect and the Security Alliance for the Internet and New Technologies (SAINT).

2.28 CSIA supports the Government's new Chief Information Officer and the Security and Intelligence Co-ordinator, in his role as Chair of the Official Committee on Security (SO).

2.29 You can find information about CSIA on the website www.cabinetoffice.gov.uk/csia

Civil Contingencies Secretariat

2.30 The Civil Contingencies Secretariat was set up to strengthen the UK's resilience to disruptive challenges that can lead to, or result in, crisis. In this work, the Secretariat directly supports the Home Secretary who chairs the relevant Cabinet Committees, in particular DOP(IT)(PSR) which works to build the UK's resilience and ability to manage the consequences of major emergencies; and the Civil Contingencies Committee which would oversee the Government's response to a major emergency.

2.31 The Secretariat's current objectives are to:

- lead 'horizon-scanning' activity, looking up to one year ahead to identify and assess potential and imminent disruptive challenges to the UK and help develop a coordinated government response;
- lead the delivery of improved resilience across government and the public sector, including supporting ministers in developing policy;

- ensure that the Government can continue to function and deliver public services during crises, by working with departments and the wider Cabinet Office to ensure that plans and systems are in place to cover the full range of potential disruptive challenges and that they are exercised; and

- improve the capability of all levels of government, the wider public sector and the private and voluntary sectors to anticipate, prepare for, respond to and manage potential challenges, through developing key skills and awareness.

2.32 You can find more information about the Civil Contingencies Secretariat on the website www.ukresilience.info

Government Communication

2.33 The Permanent Secretary, Government Communication (PSGC) is a new post recommended by the independent Phillis Report on government communication presented to the Minister for the Cabinet Office in January 2004. The Permanent Secretary's role is to head up a Centre of Excellence for all communication disciplines across government and drive a more strategic approach, to better inform and respond to the requirements of the public and stakeholders.

2.34 The guiding principles that government communication needs to embody are:

- openness;

- an environment in which the voice of the public can be clearly heard;

- a culture of explanation not announcement;

- use of all relevant communication channels;

- coordination across and within departments; and

- reinforcement of the Civil Service's political neutrality and honesty.

2.35 In line with the recommendations of the Phillis Review, the Prime Minister's Official Spokesman and the Head of Strategic Communication report to the PSGC. Also included in the PSGC's management structure is the Media Monitoring Unit (MMU). The Government News Network (GNN) and the News Distribution Service were transferred to the Central Office of Information from 1 April 2005. This will enable the GNN to become a more strategic communications partner with government departments and deliver a more integrated communications function throughout the country.

2.36 A key role for the communication Centre of Excellence is to help improve the professionalism of government communications by supporting departments in the recruitment and development of their staff. It is responsible for the professional standards that guide departmental recruitment and promotion and for improving learning and development opportunities for government communicators.

2.37 On appointment in July one of the early tasks for the Permanent Secretary was to review the cross-government network – the Government Information and Communication Service (GICS). In January 2005 the GICS was replaced with the Government Communication Network (GCN). In line with a key recommendation of the Phillis Report, the new network will, unlike the GICS, include all those working in communication across government.

2.38 This new inclusive network will be central to the Communication Centre of Excellence's ability to support and develop the professional standards of communicators. It will enable all of those working in government communication to benefit from the range of professional development opportunities. These include:

- a new professional skills and knowledge framework developed with the Institute of Public Relations and the Chartered Institute of Marketing. Communicators will be able to use it to identify skills gaps and training needs;

- a growing range of training courses;

- a web-based knowledge bank;

- a programme of networking events and professional knowledge seminars; and

- a mentoring scheme and an interchange project.

2.39 The MMU keeps government departments and agencies informed of news developments all day, every day throughout the year. It provides a coordinated round-the-clock watch on the media, identifying and detailing media issues, the nature of coverage and any aspects requiring government attention. It keeps its subscribers aware of the bigger picture beyond their own departments, and how their stories fit in to the daily media agenda. It recovers its costs by charging departments for its services and over the past year has piloted a regional monitoring service in four regions with the GNN.

2.40 You can find more information about Government Communication on www.comms.gov.uk

European Secretariat

2.41 The European Secretariat is headed by the Prime Minister's policy adviser on the European Union (EU). It supports the Prime Minister in leading the Government's European policy and coordinates European policy and operations across government. The Secretariat also helps departments deliver better regulation and tackle unnecessary bureaucracy in Europe.

2.42 The Secretariat advises the Prime Minister on European issues, providing support for him in his dealings with other Heads of Government on EU matters. The Secretariat ensures that the Prime Minister's decisions on European policy are implemented, usually via other government departments, and in particular through the UK Representation to the EU. The Secretariat also has a direct role in influencing European negotiations through its own contacts with other governments,

in particular other Prime Ministers' offices, and through contacts with Members of the European Parliament, interested groups and individuals in Britain.

2.43 The Secretariat ensures that the UK's position on European issues is consistent and coherent, and that ministers are informed of departments' views. It also ensures that they are given advice in good time, and that their decisions are carried out effectively by everyone in Whitehall and UK representatives abroad.

2.44 The formal mechanisms for coordination of European policy are the ministerial sub-committees 'European Union Strategy' and 'European Policy' and the 'Joint Ministerial Consultative Committee (Europe)' (JMC(E)). The Secretariat supports these committees – acting together with the devolved administrations' executives in the case of JMC(E).

2.45 The Head of the Secretariat chairs weekly meetings with the UK Permanent Representative to the EU to discuss tactics and handling of key issues. These meetings are supplemented by ad hoc meetings of officials when necessary.

2.46 The Secretariat also provides guidance on European issues, manages the process of scrutiny of European proposals by the UK Parliament, and ensures that departments effectively handle proceedings brought against the UK for failure to implement EU obligations.

Defence and Overseas Secretariat

2.47 The Defence and Overseas Secretariat's role is to oversee cross-government policy on foreign, security and defence matters. It continues to be at the forefront of work to advance the Government's agenda in these areas, as well as developing longer term strategies. This is achieved through the formal Cabinet Committee machinery, as well as through ad hoc arrangements.

2.48 The Secretariat provides timely and informed advice to the Prime Minister and other ministers

on all major defence and overseas issues (except for EU business). The Secretariat also helps to coordinate the work of the Global and Africa Conflict Prevention Pools, and acts as manager for the Balkans strategy within the Global Conflict Prevention Pool. These bodies bring together the Foreign and Commonwealth Office, the Ministry of Defence and the Department for International Development to develop policies and make spending decisions relating to the UK's conflict prevention work.

2.49 The Secretariat has also been at the vanguard of work on counter-terrorism, coordinating a more strategic approach to counter-terrorist activity across government. It also plays a central role in driving forward the UK's international policies for responding to the global threat of terrorism.

2.50 In addition, the Secretariat is responsible for the UK's crisis management machinery and for maintaining specific and tailored response plans. The Secretariat runs the national crisis management facilities for responding to terrorist incidents, dealing with international conflicts and managing domestic crises.

2.51 The Secretariat plays a central role in crises and conflicts, bringing together officials from key departments to integrate the UK's political, military and economic responses. It also leads the UK's planning teams and national participation in NATO and EU crisis management. Annual exercises are conducted to test procedures at the NATO and EU headquarters, as well as in national capitals.

Economic and Domestic Secretariat

2.52 The main role of the Economic and Domestic Affairs Secretariat is to assist in collective decision making on major issues across the full range of the Government's domestic policy. The Secretariat supports the work of the Cabinet and Cabinet Committees, which are a main forum for collective policy decisions, and works closely with No 10, the Treasury and other departments to broker agreements across Whitehall.

2.53 Together with No 10 and other Cabinet Office units, the Secretariat supports the Prime Minister in leading the Government. It also provides the secretariat to the Legislative Programme Committee in supporting the ministers responsible for managing parliamentary business in developing and delivering the Government's annual legislative programme and advising on machinery of government changes.

2.54 In addition, the Secretariat coordinates policy on public sector pay, by chairing the Pay and Workforce Coordinating Group which has oversight of the Government's response to the Pay Review Bodies, reviewing departments' pay and workforce strategies and advising ministers on pay policy matters.

2.55 Overall, the Secretariat aims to ensure that the business of government is conducted in a timely and efficient way and that proper collective consideration takes place when it is needed before policy decisions are taken.

2.56 You can find more information about the Economic and Domestic Secretariat at www.cabinetoffice.gov.uk/cabsec/ 2003/guide/

Parliamentary Counsel Office

2.57 The Parliamentary Counsel Office drafts all government Bills (except those relating exclusively to Scotland), government amendments to Bills and any motions required, including financial resolutions. It also advises on all aspects of parliamentary procedure related to Bills.

2.58 You can find more information about the Parliamentary Counsel Office on the website www.parliamentary-counsel.gov.uk

Objective 3 – Improve delivery by building capacity in departments and the public services

Corporate Development Group

2.59 The Corporate Development Group (CDG) provides the corporate HR function for the whole of the Civil Service. The overarching purpose of CDG is to improve performance through people in the Civil Service by:
- improving leadership, skills and behaviours;

- making HR services effective across government;

- developing an employment policy framework to support the reform agenda; and

- making the reform agenda happen.

2.60 CDG is leading the way in implementing the Civil Service Reform programme, as set out by the Prime Minister in his Docklands Speech in February 2004. The components of reform for which the Cabinet Office is responsible are improving leadership and professional capacity in the Civil Service, reforming the role of the centre, and improving departmental effectiveness.

2.61 CDG has worked with the Civil Service Management Board to develop a strategy to improve the skills of the whole Civil Service to complement ongoing activity to improve leadership. Key aspects of this include:

- moving away from the concept of 'generalist' and 'specialist' and focusing on professional development around three broad categories: policy delivery; operational delivery; and corporate service delivery;

- ensuring all three categories carry equal esteem, and all get the best talent. To help this, all three should provide clear routes to Board level; and

- providing greater clarity over the skills and experiences expected at different levels of the organisation, by establishing greater consistency in requirements at particular career stages.

2.62 CDG comprises six Directorates.

2.63 The **Performance Partnerships Directorate** works across Whitehall to promote a single, shared vision of how each government department needs to change to achieve fitness for purpose, agreement on the actions needed to deliver that vision, and effective support to departments from the Centre. This is achieved through the agreement at Permanent Secretary level of Performance Partnership Agreements with all departments. Each of the individual elements of the Civil Service Reform programme is led by a particular 'centre of excellence' in the Cabinet Office or HM Treasury. The Performance Partnership team helps ensure that this work is coordinated and progressed effectively, and underpinned by formal arrangements between the centre and each department specifying what reforms are to be delivered, by when, by whom and how.

2.64 The aim of the Modernising People Management (MPM) programme run by **HR Transformation Directorate** is to improve public services by enhancing people management across the Civil Service through improving HR services; improving HR capability; and embedding continuous improvement in HR performance.

2.65 The overall aim of the **Employment and Reward Directorate** (E&RD) is to develop and champion superior reward and employment strategies across the Civil Service which are critical to the successful implementation of Civil Service reform. In particular, the Directorate is responsible for developing and implementing a range of policies relating to performance management and reward, pensions and other benefits and employee relations, as well as coordinating the HR consequences of the Efficiency and Relocation Reviews.

2.66 Good leadership is crucial to delivering the reform agenda. The **Talent Directorate** is contributing to this by ensuring that the Civil Service brings in and brings on the right talent, at the right time, and in the right places. The Directorate supports the Senior Leadership Committee on Senior Appointments and, in particular, the Committee's annual review of current and future talent across the Senior Civil Service. It is also actively involved in delivering the senior development programmes run centrally for Permanent Secretaries and Directors General and for participants in the High Potential Development Scheme. This includes career management and brokering moves both across the service and on secondment across other sectors.

2.67 The **Leadership Development and Strategy Directorate** (LDSD) is responsible for the strategy to improve leadership, skills and diversity across the Civil Service, and also for measurement of personnel statistics. Much of the activity undertaken in LDSD has been grouped within four key streams: leadership; skills development, including the launch of a Sector Skills Council for central government; diversity; and people information measures.

2.68 In April 2004 the **Development Directorate** and the **Civil Service College Directorate** were brought together to form one organisation providing the whole range of **CMPS** (formerly referred to as the Centre for Management and Policy studies) products and services. CMPS is Europe's leading provider of training and development for public sector managers. CMPS courses, programmes and tailored training cover the skills and knowledge that public servants need to meet the challenges of transforming public sector delivery in the 21st century. A new National School of Government, incorporating the current CMPS, is being launched in June 2005 to enable the centre to meet the corporate development needs of the Government more effectively.

2.69 CDG is also responsible for delivering a number of services on behalf of the Civil Service as a whole, including pensions to former civil servants, recruitment for the Fast Stream programme, training and development.

2.70 You can find more information about the Corporate Development Group on the websites www.civilservice.gov.uk and www.cmps.gov.uk

Strategy Unit

2.71 The Strategy Unit has three main roles.

● To support the development of strategies and policies in key areas of government in line with the Prime Minister's priorities.
● To carry out occasional strategic audits to identify critical long term strategic priorities.

● To support departments in developing their strategic capability.

2.72 You can find more information about the work of the Strategy Unit and its reports on the website www.strategy.gov.uk

Government Social Research Unit

2.73 The role of the Government Social Research Unit (GSRU) is:

● to provide a cross-cutting role to lead and support the Government Social Research Service and ensure its representation in the wider research community;

● to promote the use of evidence in policy making; and

● to provide practical support and advice to departments on the research function and on recruitment, career development and training of social researchers.

2.74 GSRU (formerly the Government Chief Social Researcher's Office) transferred from the Strategy Unit to the Private Office's Group on 1 April 2005.

2.75 You can find more information about the work of GSRU on the website www.gsr.gov.uk

Prime Minister's Delivery Unit

2.76 The Prime Minister's Delivery Unit (PMDU) was established in June 2001 and its overriding mission is to ensure the delivery of the Prime Minister's top public service priority outcomes for 2005 and for those between 2005 and 2008.

2.77 For around 25 of the Prime Minister's top priorities (including those on education, health, crime and asylum, and transport) PMDU works closely with relevant departments to:

● assess prospects for delivery and identify any key issues or barriers that need to be addressed; and

● tackle those key issues and barriers in ways that lead to a sustained improvement in the likelihood of delivery.

2.78 In its first year, PMDU set the delivery agenda and in Year 2 it established delivery disciplines across Whitehall. In Year 3 the Unit accelerated and intensified the drive for results. It is now laying the foundations for delivery beyond 2005 leading to 2008.

2.79 In helping departments to deliver, the Unit has a shared responsibility with the Treasury to improve public services by working with departments to help them meet their PSA targets, consistently with the fiscal rules.

2.80 The Unit reports to the Prime Minister and is headed by the Prime Minister's Chief Adviser on Delivery. The structure of the Unit comprises four delivery teams focusing on key departments; an analysts team; a support team; and a small secretariat.

2.81 You can find more information about the work of PMDU on the website www.cabinetoffice.gov.uk/pmdu/index.asp

e-Government Unit

2.82 In September 2004 the Office of the e-Envoy (OeE) was altered to become the e-Government Unit (eGU), which was marked by a change in leadership and significant development in strategic focus. The OeE had a wide remit covering the e-economy as a whole, with responsibility for creating the best possible environment for e-business and the high level goal of getting people, businesses and government online. The OeE was broadly successful in its aims. A thriving environment has been created with low cost internet access and widespread broadband availability. Furthermore UK citizens are online at home, at work or have access in the community. 66% of the population now use the internet for private purposes, with over half of these shopping online.

2.83 There has been real progress getting government online with over three quarters of services now electronically enabled. However, the transition to eGU largely reflects the recognition that e-Government is not just about putting government online. It is about using IT to deliver more efficient and effective government. The role of the Head of the eGU, is different from that of the e-Envoy and is analogous to that of a Group Chief Information Officer in a large corporate organisation. The mission of the unit, as set out by the Prime Minister, is to ensure that IT supports the business transformation of government so it can provide better, more efficient public services.

2.84 The eGU's priorities are:

- to drive the transformation of transactional services by using new technologies that allow citizens and companies to 'serve themselves' in their dealings with government;

- to support major projects underpinned by IT that transform the delivery of front-line services like health and pensions;

- to drive the implementation of effective IT to improve back office functions such as IT services, HR or financial management;

- to achieve the professionalisation of IT across government and the wider public sector;

- to develop strong, competitive and collaborative relationships with IT suppliers; and

- to assist with the introduction of the newer identification technologies – like the biometric or smart identification card for citizen access to services, or Radio Frequency Identification (RFID) tagging for goods and livestock.

2.85 January 2005 saw the first meeting of the newly established Government Chief Information Officer (CIO) Council, created to help deliver the eGU's priorities. The CIO Council, with membership drawn from CIOs in central and local government and the wider public sector, will work on the government-wide IT agenda and focus on building the capacity and capability of government to deliver IT-enabled business change.

2.86 The eGU continues to manage central building blocks to electronic service delivery. Directgov, is the Government's flagship web portal for delivering government services electronically to the citizen. The Government Gateway provides a secure channel for government transactions with citizens and businesses.

2.87 You can find more information about the work of the e-Government Unit on the website www.cabinetoffice.gov.uk/e-government

Office of Public Services Reform

2.88 The Office of Public Services Reform (OPSR) works with departments to take forward the implementation of the Government's public service reform programme. This involves acting as a champion of customer-focused public services and the promotion of four key reform principles.

- It is the Government's job to set **national standards** that really matter to the public, within a framework of clear accountability, designed to ensure that citizens have the right to high quality services wherever they live.

- These standards can only be delivered effectively by **devolution and delegation** to the front line, giving local leaders the responsibility and accountability for delivery, and the opportunity to design and develop services around the needs of local people.

- More **flexibility** is required for public service organisations and their staff to achieve the diversity of service provision needed to respond to the wide range of customer aspirations. This means challenging restrictive practices and reducing red tape; greater and more flexible incentives and rewards for good performance; strong leadership and management; and high quality training and development.

- Public services need to offer expanding **choice** for the customer. Giving people a choice about the service they can have and who provides it helps ensure that services are designed around their customers. An element of contestability between alternative suppliers can also drive up standards and empower customers locked into poor service from their traditional supplier.

2.89 OPSR's work programme involves:

- promoting customer focus across the public service through publications and conferences;

- helping departments to understand and serve their customers better by studying common drivers of customer satisfaction and providing methodologies for understanding different customer groups;

- workforce reform, by advising departments on their workforce strategies, holding workforce 'master classes', a leadership academy, and supporting the Public Service Employers Forum and the Public Services Forum (trade unions); and

- promoting the relaunched Charter Mark as a powerful tool to improve customer service, which is now more widely available, assessed by private firms, and focused on services where it can have the greatest impact on the public.

2.90 You can find more information about OPSR and Charter Mark on the website www.cabinetoffice.gov.uk/opsr and www.chartermark.gov.uk

Better Regulation Executive

2.91 The formation of the Better Regulation Executive (BRE) was announced in the 2005 Budget. The BRE will continue the work of the Regulatory Impact Unit (RIU) and drive the implementation of the Better Regulation Task Force's (BRTF) report, 'Regulation – Less is More', as well as the Hampton Review on regulatory enforcement and inspection. It will also take responsibility for the major programme of reforms to rationalise inspection arrangements in the public sector. It will build on the progress made on the better regulation agenda to date working closely with other government departments, agencies and regulators to promote this agenda aimed at delivering higher productivity and increased competitiveness for business and better, more customer focused public services.

2.92 Over the last year the work on the better regulation agenda has included:

- working with the business community to reduce the burden of current regulation on business;

- working with departments to ensure that the impact of new proposals is assessed and that thorough Regulatory Impact Assessments are prepared as a basis for demonstrating that regulations are well designed and proportionate to risk;

- managing the programme of simplification and deregulatory measures in the Government's Regulatory Reform Action Plan, including Regulatory Reform Orders (RROs);

- promoting the Code of Practice on Consultation Policy;

- providing the joint secretariat for the Panel for Regulatory Accountability;

- working with government departments, agencies and other stakeholders to reduce

unnecessary bureaucracy for front-line staff delivering public services and to prevent unnecessary new burdens reaching the front line; and

- on Europe, working closely in partnership with other departments and institutions both in the UK and the rest of Europe to improve the way European laws are made and how they are put into practice in the UK.

2.93 You can find more information about the work of the BRE, and the better regulation agenda, on the website www.cabinetoffice.gov.uk/regulation/index.asp

Objective 4 – Promote standards that ensure good governance, including adherence to the Ministerial and Civil Service codes

Propriety and Ethics

2.94 The **Propriety and Ethics Team** is responsible for providing advice to departments about issues arising under the Ministerial Code, Civil Service Code and Code of Conduct for Special Advisers. The Team also acts as a central source of advice and best practice on issues relating to Public Inquiries.

2.95 The Team is also responsible for maintaining an effective working relationship between government and the Committee on Standards in Public Life, including advising the Prime Minister on its work, and between government and the Parliamentary Commissioner for Administration (the Parliamentary Ombudsman). The Team works closely with the Parliamentary Ombudsman and the wider Ombudsmen community, to enable joint working between Ombudsmen. The Team also acts as the liaison point between the Department and the Public Administration Select Committee.

2.96 The Team has led on the drafting of the Civil Service Bill which was published for consultation at the end of the last parliamentary session. It has also been working with the Office of the Civil Service Commissioners to raise awareness of the Civil Service Code.

2.97 The Propriety and Ethics team is located within the Private Offices Group.

2.98 You can find the codes and guidance documents for which the Team has responsibility on the website www.cabinet-office.gov.uk/central

The Office of Public Sector Information

2.99 The Office of Public Sector Information (OPSI) is a new management unit, formed in May 2005. OPSI will oversee the regulations that will implement the European Directive on the re-use of public sector information from 1 July 2005 to encourage and facilitate the re-use of public sector information. From May 2005 OPSI has been leading the public sector to provide consistent and transparent processes for potential re-users.

2.100 OPSI will be formed from the resource of the existing unit, Her Majesty's Stationery Office (HMSO) and will also deliver a complaints process that will ensure compliance with the regulations.

2.101 HMSO continues to exist and fulfil all its core activities including responsibility for the publication of legislation and the management of Crown Copyright operating from within OPSI.

2.102 Working at the centre of the policy on re-use of public sector information, OPSI provides support and assistance through a framework of practical guidance and by sharing best practice across the public sector through The Information Fair Trader Scheme (IFTS).

2.103 HMSO works closely with the House of Lords Select Committee on the Merits of Statutory Instruments to ensure that the Select Committee receives the information it requires to support the consideration of those Statutory Instruments (SIs) that are laid before Parliament. It has also prepared guidance for departments and a template for producing a new service, Explanatory Memoranda (EMs) which set out a brief statement of the purpose of an instrument, its policy objective and policy implications.

2.104 The website was relaunched in May 2005 having undergone major restructuring to improve accessibility and usability and to reflect the move to the wider OPSI services. You can find information about the work of OPSI and HMSO on www.opsi.gov.uk

Committee on Standards in Public Life

2.105 The Committee on Standards in Public Life is an advisory non-departmental public body. It is charged to examine current concerns about standards of conduct of all holders of public office, including arrangements relating to financial and commercial activities, and make recommendations to any changes in present arrangements that might be required to ensure the highest standards of propriety in public life.

2.106 To fulfil this role and in addition to its formal inquiries, reports and research into public attitudes, the Committee devotes time throughout the year to discussing current issues and concerns relating to standards in public life. These considerations may, and sometimes do, result in a full-scale inquiry. Even where no inquiry is conducted, these are regarded by the Committee as a useful check on current standards and the effectiveness, or otherwise, of the arrangements in place to ensure the highest standards of propriety in public life.

2.107 The Committee's consideration of these specific standards issues takes place within an overall appreciation of the level of trust in public institutions. The issues considered by the Committee come from a wide range of sources, including correspondence received, debates in Parliament, and issues raised by the media. Not all of these issues are about 'current concerns' with standards in public life. The Committee is equally interested to see and consider issues that demonstrate that arrangements already in place are working to ensure the highest standards of propriety in public life.

2.108 The Committee reports to the Prime Minister, who appoints the chair and members.

2.109 You can find the Committee's consultation papers, reports and evidence submitted, and other publications on the website www.public-standards.gov.uk

Intelligence and Security Committee

2.110 The Intelligence and Security Committee (ISC) is independent of government. Resources are provided from Cabinet Office funding. The ISC is a nine-member statutory Committee appointed by the Prime Minister from members of the House of Commons and the House of Lords.

2.111 The Committee oversees the administration, policy and expenditure of the three Intelligence and Security Agencies – the Security Service, Secret Intelligence Service (SIS) and Government Communications Headquarters (GCHQ), as well as the wider UK Intelligence community. The Committee produces at least one report annually, which is published by the Prime Minister.

The Independent Offices

2.112 These bodies are independent of government. Resources are provided from Cabinet Office funding.

2.113 The **Civil Service Commissioners** ensure that recruitment to the Civil Service is made on merit on the basis of fair and open competition. The Commissioners publish a recruitment code, monitor departmental practice and chair competitions for the most senior posts. They also advise departments on the promotion of the Civil Service Code, which sets out the constitutional framework within which all civil servants work and the values they are expected to uphold, and hear appeals under it.

2.114 You can find more information on the website www.civilservicecommissioners.gov.uk

2.115 The **Commissioner for Public Appointments** ensures that all government departments have systems for making public appointments that are visible, fair and open, and that appointments are made on merit. The Commissioner publishes a Code of Practice, audits departmental practice and investigates complaints.

2.116 You can find more information on the website www.ocpa.gov.uk

2.117 The **Advisory Committee on Business Appointments** provides advice to the Prime Minister on applications from the most senior members of the Civil Service and Armed Forces who wish to take up outside appointments within two years of leaving Crown Service. Similarly, the Committee provides advice to the Foreign Secretary on applications from senior members of the Diplomatic Service. The Committee also offers advice direct to former ministers if they wish to accept any employment outside government.

2.118 You can find more information on the website www.acoba.gov.uk

2.119 The **House of Lords Appointments Commission** makes recommendations on the appointment of non-party political peers. The Commission also vets for propriety nominations for life peerages, including those made by the political parties.

2.120 You can find more information on the website: www.lordsappointments.gov.uk

Business support functions

Histories, Openness and Records Unit

2.121 Histories, Openness and Records Unit (HORU) has three main areas of responsibility:

- the official histories programme;

- leading the Department on the Government's openness agenda; and

- managing the records and archives of the Cabinet Office.

2.122 The Unit administers the Government's official history programme under which authoritative histories are produced of major events in the country's recent history. Subjects are selected by an official Cabinet Committee, with a cross party Privy Counsellors Group overseeing the programme. Historians are appointed by the Prime Minister. At least five official histories are in production at a time; new histories are commissioned from the approved list as others are completed.

2.123 HORU is also responsible for advising members of the Department on all aspects of the Government's openness agenda under the Freedom of Information Act 2000 (FOIA), the Data Protection Act 1998 (DPA) and the Environmental Information Regulations (EIR) and the departmental Openness Team is part of HORU. Their remit includes: ensuring Cabinet Office staff are prepared for the full implementation of the FOIA, including the provision of training for all staff; advising on dealing with access requests under the DPA and EIR; handling requests for information under the FOIA; and compiling the departmental Information Asset Register. The team handled requests for information under the Code of Practice on Access to Government Information until it was superseded by the FOIA.

2.124 In managing the Cabinet Office's records and archives, HORU is responsible for setting the policy and procedures for managing the Department's day to day business records and for monitoring compliance. In addition, HORU manages the Department's archival records, including Cabinet and Cabinet Committee records and those of the Prime Minister's Office and preparing them for transfer to The National Archives.

Office of the Government Chief Whip (House of Commons)

2.125 The Office of the Government Chief Whip (House of Commons) supports the Chief Whip and her ministerial team of 15 Whips in the House of Commons. It advises ministers, the Official Opposition, other political parties, government departments and others on all matters concerning the organisation of business and the delivery of the Government's legislative programme in the House of Commons.

Office of the Government Chief Whip (House of Lords)

2.126 The Office of the Government Chief Whip (House of Lords) provides support to the Chief Whip in securing the passage of Bills through the House of Lords and successfully completing the Government's legislative programme. It acts as a channel of communication between the Government and the opposition parties on parliamentary matters and coordinates parliamentary business in the House of Lords. The office provides support, advice and guidance on the legislative programme to ministers, government departments and backbench peers.

2.127 The Office also supports the Lord President of the Council in her role as Leader of the House of Lords; and a ministerial team of seven Whips in their roles as spokespersons for various government departments and in their Royal Duties as Lords and Baronesses in Waiting.

2.128 You can find more information about the Office of the Government Chief Whip (House of Lords) on the website www.lordswhips.org.uk

Managing the Cabinet Office

2.129 Several units directly contribute to the effective management of the Cabinet Office, under the leadership of the Managing Director. These units manage all the key services that people in the Cabinet Office need to help them get their jobs done.

2.130 The units provide the following support services:

- communications support;

- financial management;

- human resources management;

- buildings and related services;

- IT and communications;

- internal audit; and

- business development.

Section 3
Other Services to Central Government and the Wider Public Sector

3.1 This section covers a number of units and organisations that have links to the Cabinet Office but whose work does not contribute directly to the achievement of the Department's objectives or whose funding arrangements are separate.

- Advisory Non Departmental Public Bodies (NDPBs)

- Executive Agencies – The Central Office of Information and the Government Car and Despatch Agency

- Civil Superannuation

Advisory Non Departmental Public Bodies (NDPBs)

Better Regulation Task Force

3.2 The Better Regulation Task Force (BRTF) was established in September 1997. It is an independent body that advises government on action to ensure that regulation and its enforcement accord with the Five Principles of Good Regulation: proportionality, accountability, consistency, transparency and targeting. In the period under review, the Task Force produced reports on:

- 'Regulation – Less is More', which examined the Dutch approach of introducing a target for reducing administrative costs faced by business and a 'One in, One out' rule for regulation, where new regulations have to be matched by simplification measures, including deregulation. All the recommendations were accepted by the Chancellor in the 2005 Budget and the Better Regulation Executive in the Cabinet Office has taken on responsibility for implementation.

- 'Avoiding Regulatory Creep', the 'hidden menace', where regulation is developed or enforced in a less than transparent fashion and not in accordance with the five principles;

- 'Participation in Social Care Regulation', which examined how regulation can help to assure better quality social care, enabling the people who use it to personalise their care and live more independent lives;

- 'Better Routes to Redress', which looked at the issues of litigation and compensation and how people with genuine grievances can have better access to redress and the process improved.

- 'The Regulation of Child Employment', and how this can be consolidated and made more transparent and targeted.

3.3 The Task Force also launched its new programme of European work with the report 'Make it Simple – Make it Better' on the simplification of EU law, including specific proposals on food labelling, data protection and Integrated Pollution Prevention and Control (IPPC).

3.4 The Task Force Secretariat is attached to the Better Regulation Executive.

3.5 As announced in the 2005 Budget, the Task Force will operate with increased responsibilities and will evolve into the Better Regulation Commission by the end of 2006. It will continue the advisory and challenge role the Task Force has carried out and take on the role of vetting plans for administrative burden reductions from departments and regulators.

3.6 You can find more information about the Better Regulation Task Force, including copies of all the Task Force's reports, on the website www.brtf.gov.uk

Civil Service Appeal Board

3.7 The Civil Service Appeal Board is an independent body sponsored by the Corporate Development Group. It hears appeals from civil servants against:

● dismissal and early retirement;

● the withholding of compensation under the Civil Service Compensation Scheme to civil servants dismissed on inefficiency grounds;

● refusal to allow participation in political activities; and

● forfeiture of superannuation.

3.8 The Civil Service Appeal Board is chaired by an external recruit supported by two deputies, one appointed from nominees submitted by the trade unions, the other appointed from nominees proposed by Civil Service management. They are supported by 18 Board members, nine from the Official Side and nine from the Trade Union Side.

3.9 You can find more information, including the Civil Service Appeal Board's Annual Report, on the website www.civilserviceappealboard.gov.uk/

Honours Scrutiny Committee

3.10 The Honours Scrutiny Committee scrutinises recommendations for honours for political services and for people put forward directly by the Prime Minister, to ensure recipients are 'fit and proper persons' to receive an honour. It also scrutinises all recommendations for senior awards to ensure that these are not connected with political parties. It has no budget. The Ceremonial Officer acts as its secretary.

3.11 The Committee is to be dissolved in 2005 and its functions will in future be discharged by the House of Lords Appointments Commission.

Senior Salaries Review Body

3.12 The Senior Salaries Review Body provides independent advice to the Prime Minister, the Lord Chancellor and the Secretary of State for Defence on the remuneration of senior civil servants, holders of judicial office and senior members of the Armed Forces. It also advises the Prime Minister from time to time on the pay, pensions and allowances of MPs and ministers and may advise the devolved administrations on the remuneration of their members and office holders.

3.13 Appointments to the Review Body are made in accordance with the requirements of the Commissioner for Public Appointments. Its secretariat is provided by the Office for Manpower Economics.

3.14 You can find more information about the Office for Manpower Economics, and the Senior Salaries Review Body, on the website www.ome.uk.com

Security Commission and Security Vetting Appeals Panel

3.15 The Security Commission and Security Vetting Appeals Panel are independent bodies sponsored by the Intelligence and Security Secretariat (Security Policy Division).

3.16 The **Security Commission** is available, at the request of the Prime Minister, to investigate and report on the circumstances in which a breach of security has occurred in the public service and to advise whether any change in security arrangements is necessary or desirable. In May 2004, the report of its inquiry into security arrangements in the Royal Households was published (Cm 6177).

3.17 The current membership of the Commission is Dame Elizabeth Butler-Sloss (Chairman), Sir Charles Mantell (Deputy Chairman), Sir John Foley, Sir Clive Whitmore and Sir John Goulden. There are currently two vacancies.

3.18 The **Security Vetting Appeals Panel** exists to provide an independent avenue of appeal for existing staff and contractors whose security clearance has been refused or withdrawn and to make recommendations to the appropriate head of department.

3.19 The current membership of the Panel is Dame Janet Smith (Chairman), Sir David Penry-Davey (who succeeded Sir Stephen Mitchell as Deputy Chairman in 2004), Sir John Blelloch, Dr George Gray, Mr Peter Jones and Sir Peter Woodhead.

Advisory Committee on Advertising

3.20 The Advisory Committee on Advertising is a group of recognised industry experts providing independent validation that government advertising is conducted in an effective, transparent and efficient manner. Its role is to help government ensure that its development of advertising and buying of advertising and media is done in a way that ensures best value for the taxpayer.

3.21 Members are appointed by, and report to, the Minister for the Cabinet Office. The Government Communication Development Centre provides secretariat service.

Advisory Panel on Public Sector Information

3.22 In July 2004 the Advisory Panel on Crown Copyright changed its name to the Advisory Panel on Public Sector Information (APPSI) to reflect its wider remit, covering not just Crown Copyright but issues relating to the re-use of all information produced by government and the wider public sector. Although UK government policy was already moving this way, this has been given added impetus by the forthcoming regulations in July 2005 implementing the EU Directive on the re-use of Public Sector Information (PSI) and the APPSI complaints review role.

3.23 The Panel's role is to advise ministers and Her Majesty's Stationery Office (HMSO) on how to promote re-use of PSI for the good of the whole community. Its membership represents the full spectrum of information producers, re-users and end-users, as well as academics and representatives of the devolved administrations. The Secretariat is provided by HMSO.

3.24 More information on the Panel and its work, including its Annual Report, can be found at www.hmso.gov.uk/appsi

Executive Agencies

Central Office of Information

3.25 The Central Office of Information (COI) is a government department, an executive agency and trading fund whose aim is to enable the Government to secure its policy objectives through achieving maximum communication effectiveness and best value for money.

3.26 COI's role is to be the Government's centre of excellence and expertise for marketing communications.

3.27 Following the recommendations of the 2004 Phillis report 'An Independent Review of Government Communications' the COI function of cross-government coordination of research,

marketing and campaigns reports to the Permanent Secretary, Government Communications.

3.28 COI's objectives are to improve the effectiveness of, and add value to, its clients' publicity programmes through its consultancy, project management and procurement services across all communication channels.

3.29 COI's core activities are:

- providing strategic advice to departments and agencies on achieving their communications objectives;

- providing marketing project management and procurement services for implementing clients' policies;

- providing advice on setting objectives and evaluation techniques for marketing activities, and sharing subsequent learning;

- supplying directly those services which can best be provided by in-house resources.

3.30 COI's other activities include the **Government News Network (GNN)** which ensures that government policies and campaigns are presented and explained to the media in the regions and has a leading role in coordinating Regional Emergency Forums (RMEFs) through which local partners develop strategies for handling large scale emergency incidents.

3.31 GNN also provides the **News Distribution Service (NDS)** – the mechanism by which all national and regional news releases are issued on behalf of Whitehall departments.

3.32 COI publications are available from Graham Beasant, Central Office of Information, Hercules Road, London, SE1 7DU.

3.33 More information can be found on the websites www.coi.gov.uk and www.gnn.gov.uk

Government Car and Despatch Agency

3.34 The Government Car and Despatch Agency (GCDA) aims to be the first choice supplier of secure transport, distribution and mail-related services to government, the wider public sector and other approved customers. It does this through:

- the Government Car Service, providing secure cars and drivers on long- and short-term hire;

- the InterDespatch Service, providing secure mail distribution services; and

- the Government Mail Service, providing mailroom management, secure mail screening, reprographic and messenger services.

3.35 GCDA comprises around 300 staff and has an annual turnover of more than £16 million.

3.36 You can find out more information about GCDA on the website www.gcda.gov.uk

Civil Superannuation

3.37 The **Principal Civil Service Pension Scheme** is among the largest pension schemes in the country. It has:

- 617,000 active members;

- 418,000 pensions in payment to retired members;

- 131,000 pensions in payment to dependants of deceased members;

- 14,000 members in receipt of ongoing payments after early departure; and

- 316,000 members with deferred benefits.

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

3.39 A formal Pension Scheme Statement is published as part of the Accounts, and includes the Managers' and the Actuary's reports and other financial information. The Accounts for 2003-04 (HC 28) were published in November 2004 and are available on the Civil Service Pensions' website referred to below.

3.40 Civil Service Pensions (CSP), a unit within the Corporate Development Group, manages and develops pension and compensation arrangements. It sets the scheme rules and delivers central direction and leadership of those arrangements.

3.41 New entrants joining the Civil Service have the option of joining the final salary scheme introduced in October 2002 or a good quality money purchase pension arrangement.

3.42 The Government intends to raise the pension age for most public servants from 60 to 65. This change is in response to increasing costs and is intended to maintain the sustainability of defined benefit pensions in the public service. On 9 December 2004, CSP launched a consultation exercise 'Building a sustainable future'. This includes proposals not only for the introduction of a pension age of 65 but also for changing the basis of pension from one based on 'final salary' to one which reflects pay earned in each and every year of an individual's service. The move to a 'whole career' pension is intended to make the pension system fairer. Details of the consultation are on the Civil Service Pensions' website.

3.43 A series of explanatory booklets is published for the use of scheme members. These, along with other information, are available on the CSP website referred to above www.civilservice-pensions.gov.uk

Section 4
Tables

Table 1: Total Public Spending for the Cabinet Office (including Civil Superannuation)

Table 1 is a high-level summary of spending from 1999-00 to 2007-08 showing a breakdown by resource and capital.

£ '000

	1999-00 Outturn	2000-01 Outturn	2001-02 Outturn	2002-03 Outturn	2003-04 Outturn	2004-05 Estimated Outturn	2005-06 Plans	2006-07 Plans	2007-08 Plans
Consumption of resources:									
Cabinet Office	163,270	160,967	218,945	241,856	251,205	254,051	224,409	217,779	217,079
Civil Superannuation (Civil Service pensions)	4,188,380	3,248,754	4,697,780	4,577,214	5,014,217	5,416,374	5,643,051	5,754,266	6,001,561
Total resource budget	**4,351,650**	**3,409,721**	**4,916,725**	**4,819,070**	**5,265,422**	**5,670,425**	**5,867,460**	**5,972,045**	**6,218,640**
of which:									
Resource DEL	163,270	160,967	218,945	241,856	250,755	254,051	224,409	217,779	217,079
Capital spending:									
Cabinet Office	25,690	64,506	77,574	53,349	55,901	25,000	25,000	11,000	11,000
Total capital budget	**25,690**	**64,506**	**77,574**	**53,349**	**55,901**	**25,000**	**25,000**	**11,000**	**11,000**
of which:									
Capital DEL	25,690	64,506	77,574	53,349	55,901	25,000	25,000	11,000	11,000
Total public spending (1)	**4,369,584**	**3,466,092**	**4,977,798**	**4,841,063**	**5,279,412**	**5,645,392**	**5,855,122**	**5,945,545**	**6,192,140**

(1) Total public spending calculated as the total of the resource budget plus the capital budget, less depreciation.

Spending by local authorities on functions relevant to the department									
Current spending	**21,586**	**26,409**	**27,237**	**28,845**	**31,432**	**37,295**	**-**		
of which:									
financed by grants from budgets above	14,043	12,696	18,753	18,634	18,901	19,038	-		
Capital spending	**-**	**-**	**-**	**-**	**-**	**-**	**-**		
of which:									
financed by grants from budgets above	-	-	-	-	-	-	-		

Table 2: Resource Budget for the Cabinet Office (including Civil Superannuation)

Table 2 shows a breakdown of resource spending by function from 1999-00 to 2007-08.

£ '000

	1999-00 Outturn	2000-01 Outturn	2001-02 Outturn	2002-03 Outturn	2003-04 Outturn	2004-05 Estimated Outturn	2005-06 Plans	2006-07 Plans	2007-08 Plans
Cabinet Office *of which:*	**163,270**	**160,967**	**218,945**	**241,856**	**251,205**	**254,051**	**224,409**	**217,779**	**217,079**
Cabinet Office	164,246	157,111	212,367	238,951	249,847	253,229	223,769	217,139	216,439
Centre for Management and Policy Studies	-421	4,031	7,263	3,128	1,529	822	640	640	640
Government Car and Despatch Agency	-555	-175	-685	-223	-171	-	-	-	-
Civil Superannuation (Civil Service Pensions)	**4,188,380**	**3,248,754**	**4,697,780**	**4,577,214**	**5,014,217**	**5,416,374**	**5,643,051**	**5,754,266**	**6,001,561**
Total resource budget	**4,351,650**	**3,409,721**	**4,916,725**	**4,819,070**	**5,265,422**	**5,670,425**	**5,867,460**	**5,972,045**	**6,218,640**

Table 3: Capital Budget for the Cabinet Office

Table 3 shows a breakdown of capital spending by function from 1999-00 to 2007-08.

£ '000

	1999-00 Outturn	2000-01 Outturn	2001-02 Outturn	2002-03 Outturn	2003-04 Outturn	2004-05 Estimated Outturn	2005-06 Plans	2006-07 Plans	2007-08 Plans
Cabinet Office *of which:*	**25,690**	**64,506**	**77,574**	**53,349**	**55,901**	**25,000**	**25,000**	**11,000**	**11,000**
Cabinet Office	23,452	62,005	75,759	51,059	54,088	22,175	23,127	8,091	8,446
Centre for Management and Policy Studies	773	650	694	1,151	1,185	1,443	763	1,271	1,271
Government Car and Despatch Agency	1,465	1,851	1,121	1,139	628	1,382	1,110	1,638	1,283
Total capital budget	**25,690**	**64,506**	**77,574**	**53,349**	**55,901**	**25,000**	**25,000**	**11,000**	**11,000**

Table 4: Capital Employed for the Cabinet Office

Table 4 shows a breakdown of capital employed in a balance sheet format from 1999-00 to 2007-08.

£ '000

	1999-00 Outturn	2000-01 Outturn	2001-02 Outturn	2002-03 Outturn	2003-04 Outturn	2004-05 Forecast	2005-06 Projected	2006-07 Projected	2007-08 Projected
Assets on balance sheet at the end of year:									
Fixed assets									
of which:									
Tangible assets									
Land and Buildings	105,280	116,126	126,081	157,126	145,962	152,284	158,801	160,448	161,973
Plant and Machinery	726	635	4,325	4,760	6,253	6,437	5,655	4,878	4,867
Other	6,786	9,166	15,540	19,184	22,925	21,656	41,349	51,136	33,794
Assets under construction	15,739	22,046	50,128	1,322	16,609	16,609	-	-	-
e-Government	-	31,207	57,180	62,015	63,602	34,447	12,714	7,548	7,411
Intangible assets	**2,093**	**2,115**	**2,887**	**2,397**	**2,073**	**897**	**200**	**-**	**-**
Investments	**760**	**727**	**703**	**510**	**479**	**437**	**416**	**400**	**400**
Debtors (amounts falling due after more than one year)	**-**	**-**	**-**	**8,354**	**7,717**	**8,141**	**7,504**	**6,867**	**6,230**
Total Fixed assets	**131,384**	**182,022**	**256,844**	**255,668**	**265,620**	**240,908**	**226,639**	**231,277**	**214,675**
Current Assets	**30,763**	**23,533**	**45,238**	**49,805**	**53,936**	**49,330**	**47,062**	**48,274**	**49,560**
Creditors (amounts falling due within one year)	**-32,459**	**-32,865**	**-57,995**	**-45,374**	**-56,751**	**-45,748**	**-44,836**	**-46,405**	**-48,030**
Creditors (amounts falling due after more than one year)	**-**	**-115**	**-103**	**-64**	**-38**	**-**	**-**	**-**	**-**
Provision for liabilities and charges	**-1,808**	**-1,891**	**-4,748**	**-5,258**	**-7,589**	**-7,238**	**-5,392**	**-4,831**	**-4,553**
Total capital employed in Cabinet Office	**127,880**	**170,684**	**239,236**	**254,777**	**255,178**	**237,252**	**223,473**	**228,315**	**211,652**

Table 5: Administration Budget for the Cabinet Office

Table 5 shows a breakdown of administration expenditure from 1999-00 to 2007-08 and analysis by activity.

	1999-00 Outturn	2000-01 Outturn	2001-02 Outturn	2002-03 Outturn	2003-04 Outturn	2004-05 Estimated Outturn	2005-06 Plans	2006-07 Plans	£ '000 2007-08 Plans
Administration expenditure									
Paybill	63,270	80,072	88,016	104,828	103,321	111,573	106,574	106,066	105,981
Other	95,621	98,404	146,907	126,380	125,271	191,088	176,885	178,860	179,367
Total administration expenditure	**158,891**	**178,476**	**234,923**	**231,208**	**228,592**	**302,661**	**283,459**	**284,926**	**285,348**
Administration income	-52,596	-57,393	-57,851	-64,849	-69,713	-86,565	-84,058	-84,296	-84,718
Total administration budget	**106,295**	**121,083**	**177,072**	**166,359**	**158,879**	**216,096**	**199,401**	**200,630**	**200,630**
Analysis by activity									
Cabinet Office	107,330	117,227	170,494	163,465	157,515	215,274	198,761	199,990	199,990
Centre for Management and Policy Studies	-421	4,031	7,263	3,128	1,529	822	640	640	640
Government Car and Despatch Agency	-614	-175	-685	-234	-165	-	-	-	-
Total administration budget	**106,295**	**121,083**	**177,072**	**166,359**	**158,879**	**216,096**	**199,401**	**200,630**	**200,630**

Table 6: Staff Numbers for the Cabinet Office

Table 6 shows staff numbers from 1999-00 to 2007-08 by function expressed in full-time equivalents.

	1999-00 Actual	2000-01 Actual	2001-02 Actual	2002-03 Actual	2003-04 Actual	2004-05 Actual	2005-06 Plans	2006-07 Plans	2007-08 Plans
Cabinet Office									
CS FTEs	1,884	2,185	2,134	1,994	1,790	1,795	1,775	1,725	1,530
Casuals	52	39	80	74	50	145	130	120	110
TOTAL	**1,936**	**2,224**	**2,214**	**2,068**	**1,840**	**1,940**	**1,905**	**1,845**	**1,640**
Government Car and Despatch Agency									
CS FTEs	226	235	270	290	295	300	300	300	300
Casuals	2	0	0	0	5	0	0	0	0
TOTAL	**228**	**235**	**270**	**290**	**300**	**300**	**300**	**300**	**300**
Total Cabinet Office	**2,164**	**2,459**	**2,484**	**2,358**	**2,140**	**2,240**	**2,205**	**2,145**	**1,940**

Notes:

1) To ensure consistent comparisons can be made with figures published in Civil Service Statistics and by the Office of National Statistics across the Efficiency Review Period (2003-04 to 2007-08) the staff numbers for 2003-04 and 2004-05 are the same year-end staff in post figures provided to Civil Service Statistics. Those for future years are the current projected end-year outturn figures up to 2007-08 and take into account all known machinery of government changes.

2)The figures above include the Cabinet Office target of 150 Civil Service workforce reductions, agreed in Spending Review 2004 as the Cabinet Office contribution to the Efficiency Review.

3) From 2004-05, in accordance with current Civil Service Statistics and ONS methodology, the figures for casuals include those individuals on Fixed Term Agreements.

4) Staff numbers for the Centre for Policy and Management Studies are included within Cabinet Office numbers.

Table 7: Total Public Spending for the Security and Intelligence Agencies

Table 7 is a high-level summary of spending from 1999-00 to 2007-08 showing a breakdown by resource and capital.

£'000

	1999-00 Outturn	2000-01 Outturn	2001-02 Outturn	2002-03 Outturn	2003-04 Outturn	2004-05 Estimated Outturn	2005-06 Plans	2006-07 Plans	2007-08 Plans
Consumption of resources:									
Protecting and promoting the national security and economic well being of the United Kingdom	910,022	824,362	909,003	939,994	742,890	1,156,834	1,156,322	1,266,000	1,324,000
Total resource budget	**910,022**	**824,362**	**909,003**	**939,994**	**742,890**	**1,156,834**	**1,156,322**	**1,266,000**	**1,324,000**
of which:									
Resource DEL	910,022	824,362	909,003	939,994	742,890	1,156,834	1,156,322	1,266,000	1,324,000
Capital spending:									
Protecting and promoting the national security and economic well being of the United Kingdom	103,044	78,577	107,671	114,983	450,290	156,848	205,000	214,071	229,020
Total capital budget	**103,044**	**78,577**	**107,671**	**114,983**	**450,290**	**156,848**	**205,000**	**214,071**	**229,020**
of which:									
Capital DEL	103,044	78,577	107,671	114,983	450,290	156,848	205,000	214,071	229,020
Total public spending (1)	**901,970**	**771,760**	**854,670**	**920,970**	**1,042,201**	**1,169,427**	**1,210,632**	**1,327,071**	**1,397,020**

(1) Total public spending calculated as the total of the resource budget plus the capital budget, less depreciation.

Table 8: Administration Costs for the Security and Intelligence Agencies

Table 8 shows a breakdown of administration expenditure from 1999-00 to 2007-08 and analysis by activity.

£'000

	1999-00 Outturn	2000-01 Outturn	2001-02 Outturn	2002-03 Outturn	2003-04 Outturn	2004-05 Estimated Outturn	2005-06 Plans	2006-07 Plans	2007-08 Plans
Administration budget:									
Paybill	389,107	283,891	290,631	306,280	337,325	368,302	388,640	447,422	470,795
Other	178,218	195,332	208,848	201,842	243,769	284,293	275,827	314,255	334,281
Total administration budget	**567,325**	**479,223**	**499,479**	**508,122**	**581,094**	**652,595**	**664,467**	**761,677**	**805,076**
Administration income	-11,471	-20,026	-47,708	-18,281	-37,032	-50,730	-43,259	-57,677	-58,095
Total administration budget	**555,854**	**459,197**	**451,771**	**489,841**	**544,062**	**601,865**	**621,208**	**704,000**	**746,981**
Analysis by activity:									
Security and Intelligence Agencies	555,854	459,197	451,771	489,841	544,062	601,865	621,208	704,000	746,981
Total administration budget	**555,854**	**459,197**	**451,771**	**489,841**	**544,062**	**601,865**	**621,208**	**704,000**	**746,981**

Table 9: Staff Numbers for the Security and Intelligence Agencies

Table 9 shows staff numbers from 1999-00 to 2007-08 by function expressed in full-time equivalents.

	1999-00 Actual	2000-01 Actual	2001-02 Actual	2002-03 Actual	2003-04 Actual	2004-05 Estimated Outturn	2005-06 Plans	2006-07 Plans	2007-08 Plans
Security and Intelligence Agencies									
CS FTEs	8,091	7,730	7,952	8,655	8,955	9,331	9,667	10,033	10,313
Casuals	43	40	88	89	114	118	116	111	107
Total	**8,134**	**7,770**	**8,040**	**8,744**	**9,069**	**9,449**	**9,783**	**10,144**	**10,420**
Total Security and Intelligence Agencies	**8,134**	**7,770**	**8,040**	**8,744**	**9,069**	**9,449**	**9,783**	**10,144**	**10,420**

Table 10: Total Public Spending for the Central Office of Information

Table 10 is a high level summary of spending from 1999-00 to 2007-08 showing a breakdown by resource and capital.

£ '000

	1999-00 Outturn	2000-01 Outturn	2001-02 Outturn	2002-03 Outturn	2003-04 Outturn	2004-05 Estimated Outturn	2005-06 Plans	2006-07 Plans	2007-08 Plans
Consumption of resources:									
Advising government centrally on publicity matters and associated non cash items	690	816	795	716	716	716	716	716	716
Total resource budget	**690**	**816**	**795**	**716**	**716**	**716**	**716**	**716**	**716**
of which:									
Resource DEL	690	816	795	716	716	716	716	716	716
Capital spending:	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	
Total public spending (1)	**690**	**816**	**795**	**716**	**716**	**716**	**716**	**716**	**716**

(1) Total public spending calculated as the total of the resource budget plus the capital budget, less depreciation.