



The Government's Expenditure Plans 1999–00 to 2001–02

Cabinet Office

Central Office of Information

Office of the Parliamentary Commissioner for
Administration and Health Service Commissioners

Privy Council Office

House of Lords

House of Commons

National Audit Office

Presented to Parliament by the Minister for the
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Cash Plans

This volume of reports sets out the spending plans for the financial years 1999—00 to 2001—02 of the government and parliamentary organisations some or all of whose expenditure in 1999—00 will fall in Class XVII or Class XVIII.

The following tables show the amount of expenditure outturn and planned expenditure in cash terms for each organisation for the period 1993—94 to 1999—2000. The remainder of this volume is devoted to the reports of the individual organisations.

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

Spending plans

1.1 This report outlines the activities funded from Cabinet Office Votes, and sets out the spending plans for 1999-2000.

1.2 The spending plans in this Report reflect major changes in the framework for planning and control of public expenditure announced in the *Economic and Fiscal Strategy Report 1998* (Cm 3978, June 1998) and in the conclusions of the Comprehensive Spending Review *Modern Public Services for Britain*, Cm 4011, July 1998.

1.3 Previous arrangements under which spending plans were reviewed each year through the Public Expenditure Survey have been replaced with fixed three year spending plans controlled directly by departments (The Departmental Expenditure Limits DEL), with greater freedom to carry forward unspent provision. This gives departments more certainty and flexibility for long term planning and management of resources. Other spending which cannot be reasonably subject to firm three year limits or that should have special control regimes, is included in Annually Managed Expenditure (AME) and will be reviewed as part of the annual Budget process. DEL and AME together form an overall total known as Total Managed Expenditure (TME).

1.4 The new spending plans clearly distinguish between current and capital spending. Decisions on allocations between current and capital will be based on sound fiscal principles and must be consistent with the Government's two strict fiscal rules: the golden rule, that over the economic cycle the Government will borrow only to invest and not to fund current spending; and the sustainable investment rule, that net public debt as a proportion of GDP will be held over the economic cycle at a stable and prudent level.

1.5 The new framework also requires all departments to set out their objectives and measurable targets for efficiency and effectiveness in a Public Service Agreement (PSA). These were published in "Public Service Agreements 1999-2002" Cm 4181, December 1998. This report explains how those targets will be delivered.

Ministerial changes

1.6 The Prime Minister appointed the Rt Hon Dr Jack Cunningham MP as Minister for the Cabinet Office on 27 July 98; he was also appointed as the Chancellor of the Duchy of Lancaster. His ministerial team has responsibility for the Cabinet Office other than the Secretariats. Mr Peter Kilfoyle MP continues as Parliamentary Secretary. Lord Falconer of Thoroton QC was appointed Minister of State, with responsibilities to ensure greater co-ordination of policies across government.

*Cabinet Secretary and
Head of the Home Civil Service*

Sir Richard Wilson continues to be Secretary of the Cabinet and Head of the Home Civil Service.

Principal Accounting Officer

Sir Robin Mountfield was appointed Permanent Secretary of the Cabinet Office, as well as Principal Accounting Officer for all the Cabinet Office Votes (other than the Single Intelligence Vote), and for the Civil Service Superannuation Vote.

Principal changes since the 1998 Departmental Report

1.7 Following the Review of the Cabinet Office, announced in Parliament by the Prime Minister on 28 July 98, the Department was restructured in order to provide the Prime Minister and the Government with a stronger capability to review major cross cutting policies, and to strengthen the link between policy formulation, its implementation and evaluation, and the modernisation of Government.

Merger of the Office of Public Service (OPS) and the Cabinet Office

1.8 The Office of Public Service was merged with the rest of the Cabinet Office in order to promote the link between policy formulation and delivery, to ensure that concerns about policy implementation are properly analysed in the process of developing policy, and to contribute to more effective follow-through when policies are agreed.

Performance and Innovation Unit (PIU)

1.9 A new Performance and Innovation Unit was set up in the Cabinet Office. It is headed at senior level and works closely with the No 10 Policy Unit, the Cabinet Secretary, and the Secretariats to promote the effectiveness of Government policies.

Centre for Management and Policy Studies (CMPS)

1.10 A new Centre for Management and Policy Studies was established, incorporating the Civil Service College and adding a strengthened capacity for corporate training and development of present and future leaders of the Civil Service. The CMPS also acts as a knowledge and research management capability for No 10 and the wider civil service, accessing knowledge and lessons learnt elsewhere in Government and beyond.

Central Secretariat

1.11 The Machinery of Government and Standards Group became a Central Secretariat for the Cabinet Office, assisting the report of the cabinet office/government expenditure plans the Cabinet Secretary and Head of the Home Civil Service in matters affecting the machinery of government, propriety questions for Ministers and Civil Servants, relations with Parliament and Select Committees and related questions.

Freedom of Information Unit

1.12 The Freedom of Information Unit transferred from the former Office of Public Service to the Home Office as part of the changes to the Machinery of Government and Standards Group.

Government Information & Communications Service (GICS)

1.13 The head of the Government Information and Communications Service was relocated to the Cabinet Office, to strengthen the position of the Cabinet Office as the corporate headquarters of the Civil Service.

Chief Scientific Adviser

1.14 The Chief Scientific Adviser to the Government was given an office in the Cabinet Office in addition to his office in the Department of Trade and Industry.

Women's Unit

1.15 The Women's Unit and the Women's National Commission were transferred into the Cabinet Office from the Department of Social Security.

UK Anti Drugs Co-ordination Unit

1.16 Responsibility for the UK Anti Drugs Co-ordination Unit transferred into the Cabinet Office from the Privy Council Office.

Security Facilities Executive

1.17 The Security Facilities Executive (SAFE) has ceased to be an agency and has been absorbed back as a division within the Cabinet Office. This is to enable the transfer of services and staff either to other government departments, or to the private sector.

Cabinet Office organisation

1.18 The planned organisation of the Cabinet Office as at 31 January 1999 is shown overleaf. No major changes are anticipated before 1 April 1999.

Equality of Opportunity

1.19 The Cabinet Office seeks to ensure that all its policies and programmes promote equality of opportunity, most particularly for women as well as men, people from ethnic minorities, disabled people and any other minority or disadvantaged group. We shall apply the process set out in the guidelines 'Policy Appraisal for Equal Treatment', issued jointly

by the Minister for Women, the Home Secretary and the Secretary of State for Education and Employment in November 1998.

Cabinet Office Flow Chart

2.The Cabinet Office Groups

Expenditure and Cash Plans

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

Table 2a : Expenditure and Cash Plans Cabinet Office Class XVII

Table 2b : Single Intelligence Vote Senior Staff Salaries

Work of the Cabinet Office Groups

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

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

2.3 Except for the Security and Intelligence Services, which has its own vote, and Civil Superannuation, expenditure is borne on Class XVII. The work of the Cabinet Office is described in the rest of this chapter. The work of each main area is in support of the five formally agreed Departmental objectives. These objectives, together with a more detailed explanation of the work undertaken in support of the objectives, can be found in Chapter 3. The Establishment Officer's Group and the Information Group do not work directly in support of the objectives, but provide essential support to the rest of the Cabinet Office.

No. 10 Downing Street

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

- ensuring that the Prime Minister has efficient and effective policy advice, and effective links with the rest of Whitehall, through the Private Office and Policy Unit;
- providing effective communication to the media, Parliament and the public, in particular through the Press Office and Strategic Communications Unit;
- providing an effective and efficient administrative support service through the PQ Unit, Correspondence Unit, Appointments Unit and Honours Unit;
- providing additional support services including Duty Clerk's Office, typists, security, car fleet, Public Records Unit and IT support, and an office services function for Number 10 and Chequers;
- planning and smoothly executing the arrangements for the Prime Minister's overseas visits, regional tours and receptions, dinners and any other non-political engagements.

2.5 The Cabinet Office provided 123 staff and £8.5 million expenditure in 1998-99.

Chequers Trust

2.6 The Cabinet Office makes an annual grant in aid (£276,000 in 1998-99) to the Chequers Trust to assist in the maintenance of the Chequers estate.

Parliamentary Business Support

Parliamentary Counsel Office

2.7 The Cabinet Office makes provision for the Office of the Parliamentary Counsel (46 staff and £8 million expenditure in 1998-99). The Parliamentary Counsel are responsible for the drafting of Government Bills (except those relating exclusively to Scotland). When Bills are introduced, Parliamentary Counsel advise the departments concerned on all aspects of parliamentary procedure. They draft Government amendments to Bills and also any motions, including financial resolutions, to be tabled in connection with them.

The Whips' Offices

2.8 The Cabinet Office provides staff and support services for the Government Whips' Office in both Houses of Parliament (28 staff and £1.5 million expenditure in 1998-99).

Office of the Government Chief Whip (House of Commons)

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

- business management;
- Party management.

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

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

Government Whips' Office (House of Lords)

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

The Cabinet Office Secretariats

2.12 The particular contribution of the Secretariats is to provide efficient arrangements for making decisions that affect more than one department.

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

2.14 In an innovative extension of these methods, two units have been established within the Secretariat to help improve the effectiveness of policies and programmes that cut across the interests of departments. The Social Exclusion Unit and the Performance and Innovation Unit carry out projects on cross cutting issues of performance and policy and report to the Prime Minister, who takes decisions consulting ministers as necessary.

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

2.16 There are eight Secretariats:

- Economic and Domestic;
- Defence and Overseas;
- European Affairs;
- Constitution Secretariat;
- Central Secretariat;
- Intelligence and Security Committee (ISC) Secretariat;
- Joint Intelligence Organisation and Security Division;
- Ceremonial Branch.

2.17 They each deal with different aspects of collective decision making and focus on the work of different departments across Whitehall. The Central Secretariat and Ceremonial Branch do not service committees. The Central Secretariat provides advice to the Secretary of the Cabinet, and ministers and departments, on issues relating to the machinery of government, propriety, accountability, public bodies and public appointments. Ceremonial Branch supports the Prime Minister in the preparation of his Honours Lists.

THE ECONOMIC AND DOMESTIC AFFAIRS SECRETARIAT

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

British Government Panel on Sustainable Development (an NDPB)

2.19 The British Government Panel on Sustainable Development advises the Government on promoting sustainable development.

DEFENCE AND OVERSEAS SECRETARIAT

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

EUROPEAN SECRETARIAT

2.21 The principal role of the European Secretariat is to support the Prime Minister in driving forward the Government's European Union agenda. The Secretariat does this by ensuring that, for any issue, particularly those affecting the interests of more than one department, there is an agreed government policy that is timely; clearly identifies and promotes United Kingdom interests; is consistent with overall government policy; is realistic; and is followed through rapidly and effectively.

CONSTITUTION SECRETARIAT

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

2.23 There are currently two policy teams taking forward this work. The role of one team is to facilitate the process of devolution within the United Kingdom and to liaise with the Home Office on electoral reform. The other team has policy

responsibility for reform of the House of Lords and covers all other manifesto commitments on constitutional reform, including Freedom of Information, the incorporation of the European Convention on Human Rights into UK legislation, a strategic authority for London, and an independent Statistical Service. In addition there is a legal team that provides advice on the new legislation in all of these areas, and on its implementation.

CENTRAL SECRETARIAT

2.24 The Central Secretariat was established following the review of the Cabinet Office to provide central advice to the Cabinet Secretary, ministers and departments, on issues including: ministerial responsibilities and accountability; the machinery of government; propriety, standards and ethics issues in relation to ministers, civil servants and special advisers; and public appointments and public bodies. The Central Secretariat is also the Cabinet Office's central contact point with the Public Administration Select Committee and the Parliamentary Ombudsman, and services the Cabinet Office Management Board.

2.25 The Central Secretariat was formed on 5 October 1998 from part of the Machinery of Government and Standards Group. Following the Cabinet Office review, two other parts of that Group were transferred. HMSO moved to the Establishment Officer's Group on 1 October 1998, and the Freedom of Information Unit transferred to the Home Office on 1 August 1998, so that the preparation and implementation of the FoI Bill could be developed alongside related legislation on data protection and human rights (Hansard, 31 July, cols. 602-603).

Committee on Standards in Public Life (an NDPB)

2.26 The Committee is an independent body reporting to the Prime Minister. It is charged generally with the task of examining concerns about standards of conduct of all holders of public office. As such, the work of the Committee contributes to Departmental efforts to ensure better government and high ethical standards within the civil service and non-departmental public bodies. The Committee is not empowered to investigate individual allegations of misconduct.

2.27 Prof. Anthony King retired as Committee member on 1 November 1998. The Central Secretariat organised an open recruitment process in line with the Commissioner's guidance on public appointments, and Professor Alice Brown was appointed on 18 November 1998.

INTELLIGENCE AND SECURITY COMMITTEE (ISC) SECRETARIAT

2.28 The ISC Secretariat serves the Intelligence and Security Committee, a committee of Parliamentarians established on 15 December 1994, under the Intelligence Services Act 1994, to examine the expenditure, administration and policy of the Secret Intelligence Service (SIS), Government Communications Headquarters (GCHQ) and the Security Service. The Committee is appointed by, and reports to, the Prime Minister.

Joint Intelligence Organisation and Security Division

2.29 The Joint Intelligence Organisation (JIO) is at the centre of the UK's intelligence and security organisation. It is made up of the Assessments Staff with a supporting administrative unit, and the Intelligence Co-ordinator's Group. The Assessments Staff's prime function is to support the Joint Intelligence Committee (JIC) in producing for ministers and officials regular intelligence assessments on a range of situations and issues of current concern. Papers approved by the JIC provide an input to the policy-making process across Whitehall, across political, military and economic issues. The Chairman of the JIC is specifically charged with ensuring that the Committee's warning and monitoring role is discharged effectively.

2.30 The Assessments Staff are a mixture of senior and middle ranking officers seconded from various departments and services who prepare draft papers for the JIC's consideration, and a supporting administrative unit. The Assessments Staff are tasked with taking into account all sources of information, those publicly available, diplomatic reporting, and intelligence reports. Assessments are subjected to inter-departmental scrutiny at the drafting stage in sub-committees of the JIC, known as Current Intelligence Groups, which bring together experts from a range of government departments and intelligence agencies. The text is then normally submitted to the JIC for approval before being circulated to ministers and senior officials, though in cases of urgency (for example, during the crises in Iraq or the Balkans) it can be issued immediately.

2.31 The Co-ordinator's Group supports ministers in their management of the UK's intelligence and security community, providing guidance on cross-agency issues such as the Single Intelligence Vote and co-ordination of responses to the Intelligence and Security Committee. It supports the Joint Intelligence Committee by preparing, ultimately for ministers,

prioritised statements of intelligence requirements and reports on the performance of the intelligence and security agencies. Security Division drives forward the Government's protective security policy and provides support for the Security Commission and the independent Security Vetting Appeals Panel.

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

Security Commission (an NDPB)

2.33 The Security Commission investigates and reports to the Prime Minister on the circumstances in which a breach of security has occurred in the public service and advises whether any change in security arrangements is necessary or desirable. It has not met since 1995. Further information can be found in 'Public Bodies 1998', published by The Stationery Office, or via the Internet.

Security Vetting Appeals Panels (an NDPB)

2.34 The Security Vetting Appeals Panel hears appeals against the withdrawal or refusal of security clearance and makes recommendations to the appropriate head of department. It heard two appeals in 1998. Further information can be found in 'Public Bodies 1998', published by The Stationery Office, or via the Internet.

CEREMONIAL BRANCH

2.35 The Ceremonial Branch, created in the 1930s, co-ordinates and develops policy across government and the preparation of the Prime Minister's half-yearly Honours Lists. The Branch is also responsible for:

- the receipt, acknowledgement and processing of honours nominations made by members of the public;
- policy on, and co-ordination of assessment of, individual cases leading to civilian gallantry awards; and
- co-ordinating policy on the award of decorations and medals in the UK, providing advice as necessary to the Foreign and Commonwealth Office, Ministry of Defence and other government departments.

2.36 The Branch is divided into two Units: the Honours Unit, dealing with the half-yearly Honours Lists, publication of Imperial Service Medal recipients in the London Gazette and providing support for general honours policy; and, since 1993, the Nominations Unit, which annually processes around 7,000 honours nominations from members of the public.

The Political Honours Scrutiny Committee

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

Cross cutting issues

PERFORMANCE AND INNOVATION UNIT

2.38 The setting up of the Performance and Innovation Unit was announced by the Prime Minister on 28 July 1998. The aim of the Unit is to carry out reviews of cross cutting issues that improve the effectiveness of government policies and service delivery, as well as identifying options for future strategic development. The Unit will do this by working with departments and those outside government. It will provide a capacity to identify major strategic challenges facing the Government; to evaluate the performance of existing policies, programmes and delivery mechanisms, in particular those that cross institutional boundaries; and to promote innovative solutions.

SOCIAL EXCLUSION UNIT

2.39 The Social Exclusion Unit was launched by the Prime Minister on 8 December 1997. It helps co-ordinate and improve government action to reduce social exclusion by:

- improving the understanding of the key characteristics of social exclusion;
- promoting solutions, encouraging co-operation, disseminating best practice and, where necessary, making recommendations for changes in policies, machinery or delivery mechanisms.

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

UK ANTI DRUGS CO-ORDINATION UNIT

2.41 This Unit of ten people was set up originally in 1994-95 in the Privy Council Office as the Central Drugs Co-ordination Unit. It was renamed in April 1998, in the White Paper, Tackling Drugs to Build a Better Britain (Cm 3945). It was transferred from the Privy Council Office in July 1998 when the Minister for the Cabinet Office was given ministerial responsibility for co-ordinating anti-drugs policies.

2.42 The UK Anti-Drugs Co-ordination Unit's purpose is:

- to support the Minister for the Cabinet Office in his responsibilities for the Government's anti-drugs policy;
- to support the UK Anti-Drugs Co-ordinator and his deputy in action in relation to the Government's anti-drugs strategy Tackling Drugs to Build a Better Britain and in the implementation and monitoring of the strategy in England;
- to ensure the coherence of the Government's anti-drugs policies and actions on drugs issues;
- to work closely with departments, Drug Action Teams and individual agencies to develop a comprehensive network of resources and support mechanisms geared towards the strategy's implementation.

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

WOMEN'S UNIT

2.44 The Women's Unit became part of Cabinet Office on 1 August 1998. This is consistent with the Government's objective of ensuring that the women's agenda is at the heart of government and emphasises the Unit's pan-government vision.

2.45 The Women's Unit aim is to achieve two things in parallel:

- work on a number of high profile projects that deliver real improvements to women's lives ie:
 - teenage girls
 - women's incomes and employment over a lifetime
 - family friendly employment
 - the protection and safety of women; and
- contribute to "joined up" government and the cross cutting mission of the Cabinet Office.

2.46 Its distinctive contribution revolves around communication listening to women, communicating and promoting their needs and aspirations within government to get ideas on the agenda, and communicating the outcomes.

2.47 Focusing on issues which are of most importance to women, and working in partnership with other departments, the Unit is able to engage with, and influence, developing ideas and initiatives to bring about benefits to women, that in turn benefit society as a whole.

Women's National Commission (an NDPB)

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

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

2.50 The WNC has 50 full and over 30 associate member organisations drawn from professional associations, voluntary bodies, the major political parties, trade unions and religious groups, representing all parts of the UK. The WNC Chair is elected by the member organisations.

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

Public Service Delivery

Better Government Team

2.52 The Better Government Team was set up in July 1997 to take forward preparations for a White Paper and a programme for modernising government, through collaboration across organisational boundaries between public services, to make them easier to use, more responsive and more effective at delivering the outcomes intended. The Team's programme knits together work across the Cabinet Office and involves other government departments and organisations in the wider public sector and the voluntary and private sectors.

2.53 The Team supports the work of the Ministerial Group on Better Government (MISC 7) and also a high level official steering group led by the Cabinet Office Permanent Secretary. It co-ordinates work and pilot projects under the four main elements of the project:

- strategic policy making;
- joined-up delivery;
- information-age government;
- valuing Public Service.



Better Regulation Unit

2.54 The Better Regulation Unit is responsible for a wide ranging programme of work in pursuit of the Government's Better Regulation Initiative which is a key part of the drive to create a modern and fair country. The Unit seeks to ensure that the Government applies the principles of good regulation to proposed legislation, and that it carries out proper amendments of the appropriateness, likely effectiveness, and the benefits and costs of proposed legislation, so that regulations are only made where necessary. It seeks to minimise red tape in the way that existing regulations are applied, and to facilitate access to regulatory advice and information.

Better Regulation Task Force (an NDPB)

2.55 The Unit also provides support to the Better Regulation Task Force. The Task Force, which is chaired by Lord Haskins of Skidby, Chair of Northern Foods, advises the Government on better regulation. Its eighteen members are drawn from a wide range of backgrounds, including eight from a small business background and others from the public sector, consumer and voluntary organisations.

Central IT Unit

2.56 Central Information Technology Unit (CITU) was set up in November 1995. CITU's remit is to advise ministers on the development of their strategy for the use of IT by government. CITU has produced a strategy, set out in the Green Paper Government Direct of November 1996, with the object of extracting the full benefit from IT. The purpose of this is to improve service delivery to the public and improve the efficiency of government administration.

2.57 CITU's current activity includes contributing to the forthcoming White Paper Modernising Government. In addition, CITU is involved in the monitoring of progress regarding the Prime Minister's announcement that he was setting up a target

that within five years, one quarter of dealings with government will be able to be done by a member of the public electronically through their television, telephone or computer.

2.58 CITU also advises ministers on the implications for government IT of the year 2000 date-change and co-ordinates action across the public sector and national infrastructure in ensuring that there will be no material disruption to public services.

The Efficiency and Effectiveness Group

2.59 The Efficiency and Effectiveness Group helps departments, their agencies and other public bodies to improve output performance and the management of their business. It has a particular role in supporting cross-boundary approaches to improvement through cross cutting reviews, the Invest to Save Budget, its involvement in the Public Audit Forum and its work on innovative delivery systems. As part of this work, it encourages the sharing of best practice through the public sector benchmarking programme and database, and

promotes better communication through networks and seminars which it organises, and publications. The Group also leads the Next Steps programme of management reform for the Civil Service and NDPBs and provides guidance on delivering Better Quality Services.



Service First Unit

2.60 The Service First Unit works closely with other government departments and the wider public sector to improve the delivery of public services and make them more responsive to their users. The work of the Unit builds on the Citizen's Charter but gives a new emphasis to four main themes: responsiveness, quality, effectiveness, and working across sectors. The Unit's core activities include:

- running the Charter Mark scheme, which encourages and recognises excellence in public service;
- running the People's Panel, and developing other ways of improving responsiveness;
- managing the Better Government for Older People programme and acting as Secretariat to the Inter-Ministerial Group;
- promoting best practice across public services, including running 24 Quality Networks;
- leading on the service delivery theme of the Better Government White Paper.

Civil Service Management Matters

CIVIL SERVICE CORPORATE MANAGEMENT COMMAND

2.61 The Civil Service Corporate Management Command was formed as part of the reorganisation of the Cabinet Office announced by the Prime Minister on 28 July 1998. This brigaded together most of the work previously undertaken by the Civil Service Employer Group and the Senior Civil Service Group. The new structure was formally implemented on 1 February 1999.

2.62 The Command comprises two Directorates:

1) Recruitment and Development of People, which includes the following groups:

- Fast Stream European and Recruitment;
- Senior Appointments, Succession Planning and Mobility Brokerage;
- Learning Strategy;
- International Public Service Unit;
- Central Support on management information and communications.

2.63 The Secretary to the independent Civil Service Commissioners, the Commissioners for Public Appointments and the Advisory Committee on Business Appointments reports to the Director on resource issues.

2) Performance Management, which includes the following groups:

- Personnel Management and Pay;
- Corporate Strategy and Diversity;
- Civil Service Pensions;
- Command Secretariat and Management Systems.

2.64 Under the general direction of the Civil Service Management Committee, the Command will lead the work necessary to ensure that corporate personnel management and performance measurement systems support and reinforce the agenda for modernising central government laid down by the Prime Minister and Head of the Home Civil Service.

2.65 The descriptions of the Civil Service Employer Group and the Senior Civil Service Group which follow describe the work of the two groups from April 1998 to February 1999, before the Civil Service Corporate Management Command was created.



CIVIL SERVICE EMPLOYER GROUP (CSEG)*

2.66 The Civil Service Employer Group brings together those parts of the Department, other than the Senior Civil Service Group, that promote the Government's key strategic priorities for personnel management of the Civil Service. While responsibility for most personnel management matters are delegated to departments and agencies, the Group sets the strategic framework through the Civil Service Management Code, co-ordinates service-wide approaches where appropriate, and monitors departmental performance in key areas. It also carries out certain statutory functions e.g. in relation to pensions and provides directly services to and on behalf of departments when central co-ordination is both sensible and cost-effective.

Civil Service Pensions Division (CSP)

2.67 CSP manages and develops Civil Service pension and compensation arrangements, sets scheme rules, provides central direction and leadership of those arrangements, monitors scheme administration by employers at the strategic level, identifies good practice and disseminates information, operates statutory dispute resolution procedures, procures pension payroll and other services, and oversees financial control of the Principal Civil Service Pension Scheme (PCSPS) and the associated charging arrangements for pension, compensation and central management costs. It manages the Civil Superannuation Vote for which a report and financial information is given in Chapter 6.

** Now incorporated within Civil Service Corporate Management Command.*

2.68 In carrying out its centrally managed responsibilities, the Division:

- avoids duplication of effort by permitting the implications of DSS and other legislative changes to be considered once at the centre; and
- secures economies of scale in the operation through departments and others of a large occupational pension scheme.

2.69 The PCSPS is among the largest pension schemes in the country, with some 486,000 active members, around 529,000 pensions in payment to retired members and dependants of deceased members, some 26,000 members in receipt of ongoing benefits following early departure, and some 237 000 members with deferred benefits. Membership is drawn primarily from the Civil Service but also includes some non-departmental public bodies.

Development and Equal Opportunities Division (DEOD)

2.70 DEOD takes forward the people aspects of the Government's agenda for the Civil Service. In particular they look after people management, development, training and equal opportunity issues. They monitor progress and issue guidance, for example on the Civil Service Investors in People target.

Fast Stream and European Staffing Division (FSED)

2.71 FSED markets and manages recruitment to the Fast Stream Development Programme on behalf of departments. It aims to increase UK representation in the European Institutions, by raising awareness of such opportunities and through the European Fast Stream.

International Public Service Unit (IPSU)

2.72 Set up in 1996, IPSU helps to promote and export UK expertise in public sector reform and public administration by:

- co-ordinating and helping to deliver visits to the Cabinet Office for overseas visitors;
- providing support to a wide range of overseas projects, mainly on behalf of the Department for International Development and the British Council.

Advisory Committee on Business Appointments (an NDPB)

2.73 The independent Advisory Committee on Business Appointments is appointed by the Prime Minister to consider and make recommendations on applications under the Business Appointment Rules from the most senior Crown servants. The Committee also provides advice, under published Guidelines, directly to former ministers on the acceptance of appointments after leaving office.

Office of the Advisory Committee on Business Appointments (OACOBA)

2.74 As well as supporting the Advisory Committee, the Office handles policy and casework arising from applications from Crown servants, including members of the Diplomatic Service and the Armed Forces, who wish to take up business appointments within two years of leaving Crown service.

Office of the Commissioner for Public Appointments (OCPA)

2.75 The Commissioner for Public Appointments is independent of Government. The Commissioner's Code of Practice for Public Appointments Procedures sets out the principles by which most ministerial appointments to public bodies should be made. Since 1 October the Commissioner's remit covers the boards of executive and advisory non-departmental public bodies, NHS trusts and health authorities, public corporations, nationalised industries and utility regulators. Under the provisions of the Order in Council 1998, the Commissioner and his office monitors, regulates and provides advice on the procedures that departments apply to these appointments and has the right to investigate and deal with complaints. Departments are audited regularly to ensure compliance with the Code and the related Guidance which sets out best practice. Dame Rennie Fritchie was appointed as the new Commissioner for Public Appointments from 1 March 1999.

Office of the Civil Service Commissioner (OCSC)

2.76 The Civil Service Commissioners and their Office (OCSC) are the custodians of the principles of selection on merit by fair and open competition. They issue a recruitment code to departments and agencies on the interpretation and application of the principles, and audit departments' and agencies' policies and practices against it. When senior posts are opened to people from outside the Service, a Commissioner normally chairs the selection process to ensure that they are filled by the best possible candidates and that they have been properly selected. In addition, the First Civil Service Commissioner has a role in relation to internal senior appointments and attends the Senior Appointments Selection Committee.

2.77 The Civil Service Commissioners also hear appeals under the Civil Service Code.

Personnel Management and Conditions of Service Division (PMCS)

2.78 PMCS's responsibilities include:

- developing and presenting policy on Civil Service personnel management, pay and grading, and conditions of service

- (excluding pensions);
- oversight of the central framework for Civil Service management, including the delegations made under the Civil Service (Management Functions) Act 1992 and the implications of devolution;
- developing and implementing general Civil Service industrial relations policy and practice;
- collecting and analysing Civil Service personnel statistics to support central departments' needs and provide information for Parliament and the public;
- operating central rules on conduct and discipline matters in relation to civil servants, including appeal arrangements and sponsorship of the Civil Service Appeal Board; and
- developing policy on Civil Service nationality and character issues.

Top Management Programme (TMP)

2.79 TMP arranges training and development events (the TMP Winter and Summer Nodes) which support the Government's objectives to promote interchange and build networks across business sectors by focusing on leadership, managing people and organisations, and developing strategic perspectives. As part of the new Centre for Management and Policy Studies, the TMP will continue to play a key role in strengthening corporate coherence and the development of present and future leaders within the Civil Service through the bringing together of people from different backgrounds to exchange experiences, skills and ideas.

Civil Service Appeal Board (an NDPB)

2.80 The Cabinet Office provides the secretariat for the Civil Service Appeal Board, an advisory NDPB which hears appeals from civil servants who have been dismissed or retired early, those whose superannuation has been forfeited, appeals against non-payment of compensation or the amount of compensation paid to those dismissed on inefficiency grounds, and from those refused permission to take part in political activities. In 1997/98 the Appeal Board received 231 new appeals. 192 appeals were heard, of which 39 (20%) were decided in favour of the appellant. On average it took 15 weeks from notification of an appeal to hearing, an improvement of 3 weeks on 1996/97. A fuller account of the Board's activities is given in its most recent annual report published in September 1998.

2.81 During 1998, the Cabinet Office undertook a quinquennial review of the Civil Service Appeal Board. The review concluded that the Board should be retained as an advisory NDPB, but that it should be set tougher targets, including improving awareness of the Board's functions and the provision of better information to departments, agencies and appellants, and that the appointment procedures for Board members should be brought into line with the new guidance issued by the Commissioner for Public Appointments.

GOVERNMENT INFORMATION AND COMMUNICATION SERVICE (GICS)

Development Centre

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

2.83 The main aims of the Development Centre are:

- to set, monitor, maintain and continually improve professional standards in the Government Information and Communication Service (GICS) in order to provide a consistently high quality service to all departments and agencies;
- to provide central input to the strategic development of information services in order to achieve optimum cohesion between all departments and facilitate the exchange of best practice;
- to provide an integrated GICS strategic development service to identify future requirements and to manage change in a co-ordinated, appropriate and efficient manner.

Media Monitoring Unit

2.84 The Media Monitoring Unit resource dedicated to keeping government departments' press offices informed of news developments throughout the day.

2.85 MMU staff provide a co-ordinated round-the-clock watch on breaking stories and new interpretations, through morning, lunchtime and evening summaries, tip-offs and intelligent read-outs of running stories.

GICS Secretariat

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

SENIOR CIVIL SERVICE GROUP (SCSG)*

2.87 The Group's primary aim is to provide the corporate support and framework, including personal support to the Head of the Home Civil Service, necessary to ensure that the management of the Senior Civil Service (SCS) fully reflects the Government's objectives, and to carry through a range of initiatives, as agreed with the Head of the Home Civil Service.

2.88 The Senior Civil Service Group (SCSG), which has been in existence for four years, is responsible for developing the Senior Civil Service's as a coherent corporate resource serving collective Cabinet government. The Group's aim is to secure improvements in the quality, professionalism, experience, vision, adaptability and diversity of the SCS. SCSG was brigaded with the Civil Service Employer Group in the newly-created Corporate Management of the Civil Service command early in 1999.

2.89 SCSG manages the main elements of the common framework of personnel management for the SCS including the:

- pay system;
- underlying job evaluation;
- appraisal system based on a common set of co-competences;
- key training and development events;
- inter-departmental mobility and interchange;
- contracts.

** Now incorporated within Civil Service Corporate Management Command.*

Senior Salaries Review Body (SSRB) (an NDPB)

2.90 The Senior Salaries Review Body (SSRB) is an independent review body which makes recommendations to government on the remuneration of the senior civil service, the judiciary, senior officers of the armed forces and of certain other public appointments.

2.91 The Cabinet Office is formal departmental sponsor for the SSRB and provides advice to the Prime Minister on SSRB appointments. The secretariat and administrative support for the SSRB, as with all the Pay Review Bodies, is however provided by the Office of Manpower Economics (OME) with expenditure carried on the DTI Vote.

2. The Cabinet Office Groups continued

Information, Establishment and Organisation

THE AGENCIES UNIT

2.92 The Agencies Unit advises Cabinet Office ministers on the strategies, plans and performance of their executive agencies. There are five Cabinet Office agencies: the Civil Service College (CSC); the Buying Agency (TBA); the Central Computer and Telecommunications Agency (CCTA); Property Advisers to the Civil Estate (PACE); and the Government Car and Despatch Agency (GCDA). The Central Office of Information (COI), which is a separate department, agency and trading fund also reports to the Minister for the Cabinet Office. The Unit's aims are to:

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

ESTABLISHMENT OFFICER'S GROUP

2.93 The Establishment Officer's Group (EOG) provides, either directly or under contract, services for the whole of the Cabinet Office. The range of services includes: accommodation; finance and planning; historical section; information technology; internal audit; messengerial and transport; office equipment; personnel management; personal and physical security; records management; reprographic services; staff inspection; telecommunications; training; and word processing.

2.94 Each service works to a budget and a plan which is set annually in the context of EOG's objectives for the year. The main indicators of performance are the completion of the workplan and the achievement of objectives within budget and the attainment of value for money targets. In addition, specific performance indicators and value for money targets are set.

Central Support Functions

2.95 With the assistance of our IT service partners Compaq (formerly the Digital Equipment Company), work has continued to exploit the Department's IT infrastructure through the provision of the latest Office Automation Software, facilities for electronic document management and communications to other government departments, commerce and the public via the Government Secure Intranet (GSI). Links to the GSI are expected to play a significant part in enabling the Department to meet the Prime Minister's target for 25% of services to be available electronically by 2002.

2.96 The Department has enhanced its own Intranet service to the point where it has become the prime medium for disseminating information internally and has extended its computer networks to cover sites not previously connected to the IT infrastructure.

2.97 Central Whitehall initiatives resulted in the Department expanding its IT capability in support of the Women's Unit/Women's National Commission, the Social Exclusion and the Performance and Innovation Units. Agenda, a computer-based strategic media planning and co-ordination system, used to assist in the planning and presentation of government policy and events, was successfully implemented.

Millennium Date Change

2.98 The Department's programme to prepare for the Millennium date change has progressed to plan. Auditing, correction, testing of IT, Telecommunications and embedded systems has been completed and appropriate corrective or replacement action has been taken or is in hand. Business continuity planning now also addresses Millennium date change issues.

Property Management and Disposals

2.99 In line with the Department's continuing policy of retaining only those buildings required for operational purposes, the former Civil Service Commission building in Basingstoke was put up for sale during the course of 1998/9. The remaining staff from that building were relocated in newly refurbished accommodation in an existing government building within the town. Other strategies are in place for disposing of leases on accommodation which transferred to the Cabinet Office following the privatisation of a number of Executive Agencies prior to 6 May 1997.

Accommodation Services

2.100 The restructuring of the Cabinet Office, announced in July 1998, meant a number of organisational changes and additions to the Department. This resulted in another busy year following the changes brought about by the General Election in 1997, and has placed further pressure on the Department's already inadequate accommodation arrangements.

New Accommodation Project

2.101 Work is in hand in planning the refurbishment and occupation of three buildings; Ripley Block, Kirkland House and Admiralty Arch which are to become the new home of the Cabinet Office. The move into the new accommodation is planned to be completed in the year 2000.

Departmental Records

2.102 Approval for implementing a fully integrated Electronic Document-Management system was obtained from the Departmental Management Board in July 1998 and work has since proceeded on this project with a view to full implementation by Autumn 1999.

2.103 During 1998 the Cabinet Office Departmental Record Officer assumed responsibility from 10 Downing Street for the archival records of former Prime Ministers. The Historical and Records Section also played an active part in progressing the recommendations of the Cabinet Office Efficiency Unit/PRO study on records management through membership of the PRO's Advisory Panel. The Section has continued to introduce measures to raise awareness of the importance of efficient records management in the Department through training courses, seminars and improved guidance notes.

IT and Telecommunications

2.104 Common interests and converging technologies have led to the merger of the IT and Telecommunications Branches to form the Information Technology and Telecommunications Services Branch (ITTSB). The new Branch is responsible for corporate IT services for the Department and secure telecommunications for the Cabinet Office and The Prime Minister's Office.

Environmental Issues

2.105 As part of a programme of work aimed at meeting the Department of Environment, Transport and the Regions (DETR) Model Policy Document and Model Improvement Plan for Departments, the Cabinet Office has embarked upon a programme of work, with the assistance of external consultants, to establish an overarching framework to enable the Department and its Agencies to develop the necessary policies and initiatives to achieve the Government's energy and environmental policies and targets embodied in those documents.

Green Minister

2.106 The "Green Minister" for the Cabinet Office is Peter Kilfoyle MP, who is responsible for seeing that environmental concerns are taken into account where applicable in the policies and work of the Department.

Green Contact

2.107 The "Green Contact" for the Cabinet Office is Alan Davies Jones (Telephone : 0171 238 0341).

Six Whitehall Standards

2.108 The six service standards for central government came into effect on 1 April 1997. These committed all government departments and agencies to set a target for responding to correspondence from the public; to see visitors with pre-arranged appointment times within ten minutes of their appointment; to provide at least one telephone enquiry point; to consult the

public on service delivery issues; to have a complaints procedure in place; and to make services accessible.

2.109 Over the period 1 April 1997 to 31 March 1998, the Cabinet Office received over 6,000 letters from members of the public and responded to 96% of these within the Department's target of 15 working days. The vast majority of visitors were seen within 10 minutes of their appointment times. A telephone enquiry line was established, and can be accessed on 0171 270 1234.

2.110 A number of consultation exercises have been undertaken over the period, including on the future of the Citizen's Charter programme. The Cabinet Office has also established a People's Panel of some 5,000 people comprising a representative sample of the population including those groups often excluded from traditional forms of consultation. The Panel will be used to establish what people want from public services and how they might be improved.

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

Payment of Suppliers

2.112 It is the Department's policy to pay its suppliers within 30 days of the receipt of a valid invoice, and it subscribes to the CBI Code and the British Standard (BS 7890) on the prompt payment of suppliers. The Department undertakes continuous monitoring of the time taken to settle suppliers' invoices. In 1998, 96.2% of payments were within the prescribed timescale.

Public Accounts Committee recommendations to departments

2.113 In response to the 10th Report 1997-98, concerning HMSO trade and trade with Uzbekistan, the former OPS undertook to issue guidance to agencies to "encourage them, in following new Treasury guidance in trading in wider markets, to seek appropriate advice to ensure their plans are well founded". The Efficiency and Effectiveness Group has promulgated this guidance via amendments of the Agency Chief Executives' Handbook. Agencies have been advised that enterprise in expanding into new markets needs to be balanced with proper information and advice to ensure that any plans are well founded, and advice will be particularly valuable when entering less well known markets outside

the UK.

2.114 In response to the 66th Report 1997-98, the Cabinet Office is placing an increasing emphasis on the Year 2000 problem, and will continue to monitor progress closely in subsequent reviews. Departments and agencies have been asked to complete their risk assessments and have initial year 2000 business continuity plans in place by January 1999. Departments will be required to develop and update these plans as their own year 2000 programmes mature and as more information about the compliance of their suppliers and key utility service providers becomes available.

Publicity and Advertising

Senior Civil Service Group

2.115 Senior Civil Service Group has developed a range of publicity material to publicise Interchange during the last twelve months, including information leaflets and a video. SCSG also produced a video following the SCS Conference on Modernising Government, which was also the subject of a special edition of Interlink, the journal for the SCS (published at roughly quarterly intervals).

Central IT Unit

2.116 Central IT Unit has developed a co-ordinated government communications strategy on Year 2000. First meetings of the Whitehall Press officers and CIO regional press Officers took place in July 1998. Support of public confidence work with Action 2000 (funding details TBA).

Staff Inspection and Consultancy

2.117 The Internal Management and Consultancy Branch's work on the evaluation of posts below the Senior Civil Service, including new and inward transferred posts resulting from Machinery of Government changes and the Review of the Cabinet Office, was completed thereby enabling the mapping on of all posts across the Department to the new grading structure. The Branch continued to work closely with the Pay and Grading Review Team, providing advice on grading and assimilation issues.

2.118 The Branch continued to support the Senior Civil Service structure through job evaluation and has been advising on the staffing requirements for new and restructured parts of the Department. Such activities will continue during 1999.

2.119 The Branch has been carrying out a scoping study for a pay and grading project in Lithuania, under the Programme for Administrative

Development in the Baltic States.

2.120 The Branch is planning to undertake a broad-based management consultancy work programme in 1999.



Investors in people

2.121 The Office of Public Service and the Establishment Officer's Group were awarded Investor in People status on 26 March 1998.

2.122 Following the restructure of the Cabinet Office in July 1998, it was agreed that the remaining sections of the Cabinet Office would seek accreditation in two groups. The first group comprised five parts of the Department that would seek accreditation in their own right by December 1999: 10 Downing Street, the Commons Whips, the Lords Whips, the Privy Council Office and the Parliamentary Counsel Office. The second group, which comprised those parts of the Department which fell outside the former OPS/EOG, would seek accreditation as parts of the restructured Cabinet Office in December 1998. The latter group would be included in the annual assessment of the Cabinet Office, scheduled for June 1999.

2.123 Objectives for 1999/2000 include the successful completion of the annual re-assessment of the whole Department by July 1999; points arising from the assessment feedback report to be acted upon by 1 April 2000; to support those parts of the Department seeking separate accreditation by 31 December 1999; to ensure that the underlying principle of IiP continues to support management throughout the Department.

Equal opportunities

2.124 The Cabinet Office aims to ensure, for all its staff, equality of opportunity for employment and advancement on the basis of ability, qualifications and suitability for work. The Department has had an action plan on women, race and disability for many years and maintains a number of family friendly policies including career breaks, flexible working patterns and a play-scheme for the children of colleagues during school holidays.

2.125 Responsibility for equal opportunity issues, within the Department, rests with the Personnel Strategy Team. It reports at least once a year to the Management Board. The Department regularly reviews and reissues policy statements on equal opportunities and harassment.

2.126 During 1998 the following objectives have been achieved:

- the part-time staff network met on a regular basis;
- the results of a questionnaire to gauge the amount of interest in an on-site nursery are being used to inform the Department's childcare policy;
- a disabled graduate was employed under the Workable initiative;
- an ethnic minority network has been set up; and
- the Department continued to sponsor the Windsor Fellowship, an initiative to enable black and Asian undergraduates to fulfil their full potential by providing positive, paid work experience to complement Fellows' developmental training. In 1998 the Department agreed to sponsor a further 3 Fellows: two on the three year programme and 1 on the 2 year programme.

2.127 At 1 April 1998, 8.25% of staff in the Department (excluding agencies) were of ethnic minority origin and 1.3% were disabled. 47% of staff were women; 21% of the Senior Civil Service and 44% of staff in Bands A and B were women.

2.128 Equal Opportunities objectives for 1999/2000 include beginning a consultation exercise with staff to devise an equal opportunities policy which will underpin Cabinet Office objectives and achieve a significant culture change; review selection interviewing training; become an Employment Service 2 tick symbol user; and monitor recruitment to see if it is discriminatory at any stage for ethnic minority applicants.

Pay and Grading

2.129 A new broad band structure was introduced on 1 April 1998 replacing the 24 grades in the Department below the Senior Civil Service. This followed extensive discussion with the staff and their representatives. The new structure consists of three broad bands containing five pay ranges, with a separate pay range for faststreamers.

2.130 The 1998 pay settlement for staff below the Senior Civil Service was successfully negotiated and the award paid on time in August to the majority of individuals. The award included the introduction of a new pay structure reflecting the new grading structure. The settlement was fully performance-related and, as in 1997, incorporated equity shares.

2.131 The Department's Pay and Grading Review Team disbanded at the end of September 1998 having implemented the new pay and grading structures.

2.132 The main objective for 1999/2000 will be to negotiate a performance-related pay settlement subject to affordability.

Welfare Services

2.133 Welfare Services have continued to provide a counselling, information, health

awareness and advice service to all staff in the Department and two of its agencies: CCTA and the Civil Service College. Counselling is offered to staff experiencing difficulties either in the workplace or outside. This includes health and sickness, accommodation, relationship problems, bereavement and debt etc. The service also works with those individuals approaching retirement, ensures that the Department meets statutory first aid requirements and arranges blood donation sessions. Working closely with Personnel and line managers Welfare Services operates under a Service Level Agreement managed by Personnel Division.

Development and Training

2.134 The point of departure for the development of a training strategy for the Department was the analysis of the work of HRD and most importantly the recommendations for further development made in the Investor in People Assessor's report of 28th April 1998. Other major influences on our activity have been training and development in support of the restructuring of the Department.

2.135 The key areas for the central HRD Team to take forward from the IiP recommendations for further development included:

- continue to strengthen the cohesion between the OPS/EOG's many and complex government policy and operational units in order to develop more focused approach to planning and staff training
- build on the central training function provided by the Training and Development Branch (HRD Team), making maximum use of this expertise by offering an internal consultancy service
- continue to strengthen evaluation processes at all levels, seeking further methods of measuring the added value and contribution in more specific ways.

2.136 The training strategy has four key themes:

- improve communication;
- development of an internal consultancy and advisory service;
- strengthen management training at all levels;
- work on improving evaluation.

Personnel Management Services

2.137 The revised one-stop shop delivery of personnel services has continued to be a critical component in the work of the Division. Each part of the Department is supported by a two person personnel manager team, with special arrangements being in place for members of the SCS and the fast stream. Each team handles the full range of personnel activity, calling on the various specialist teams for support as necessary. Internally the system has much improved co-ordination within the Division. One of the objectives for 1999-2000 is to implement any changes to this method of service delivery following analysis of a full Attitude Survey to be carried out in 1999.

2.138 Significant investment has been made in the professional development of the personnel management teams.

Recruitment

Systems exist within the Cabinet Office to ensure recruitment is carried out on the basis of fair and open competition and selection on merit. These systems are subject to audit both internally and by the Office of the Civil Service Commissioners.

2.139 The Civil Service Commissioners

Recruitment Code includes a mandatory requirement for departments and agencies to publish summary information about their recruitment activities. The return for the year April 1998 to March 1999 is shown in Table 2c.



New Deal

2.140 The Cabinet Office has taken on four individuals under 25 years of age, and one individual over 25 years of age, under the New Deal initiative. Three further appointments under the scheme are expected.

Senior Civil Service Salaries

2.141 Figure 1 shows the salary bands of staff in the Senior Civil Service at 12 November 1998.

Figure 1 : Senior Civil Service Salaries as at 12 November 1998

Her Majesty's Stationery Office (HMSO)

2.142 HMSO discharges statutory and quasi-statutory functions relating to government information and the Queen's Printer responsibilities for the control and administration of Crown copyright. HMSO works closely with the UK Parliament, and is working closely with those setting up the devolved Scottish Parliament and Welsh and Northern Ireland Assemblies to ensure that all legislative materials are accessible in all media. HMSO also:

- advises government departments on all aspects concerning official publishing;
- controls and administers Crown copyright and, on behalf of Parliament, administers Parliamentary copyright;
- controls and administers expenditure relating to Public Library Subsidy and the supply of Official Publications to UK members of the European Parliament.

INFORMATION GROUP

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

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

2.145 The Group's long-term strategy is heavily dependent on ministerial priorities and is influenced by the government needs of the moment. The ability to adapt to changing policies and requirements is therefore critical. This was highlighted last year by the Review of the Cabinet Office and the change of ministers in July which fundamentally changed the emphasis of Information Group's work.

SECURITY FACILITIES DIVISION (SFD)*

2.146 SAFE was established as an Executive Agency in October 1993 within the Department of the Environment and transferred to the Office of Public Service on 1 January 1996. On 14 May 1998 ministers announced that SAFE was no longer a financially viable organisation and that it should cease to be an Executive Agency with effect from 1 July 1998. From that date, it became Security Facilities Division, Cabinet Office, in order that essential functions and staff be transferred to other government departments and the remaining services to be run down with all activities ceasing by 31 March 2001. The primary aim of the Division is still to be a first-choice supplier to central government, the wider Public Sector and other approved customers of quality security-related support services whilst effecting a smooth transfer of tasks to alternative providers and recovering the full costs of the Division through charges for its services.

2.147 Security Facilities Division comprises two operational units the Special Services Group and the Custody Services who, together, offer the following services to customers:

- total security solutions;
- physical and electronic security for buildings and other assets including advisory, design, project management and installation services;
- manned guarding and receptionist services.

** Formerly Security Facilities Executive Agency (SAFE)*

3.Meeting the Departmental Objectives

Objective 1

3.1 To provide efficient arrangements for collective decision making, including analysis of policy and performance that cut across more than one part of government and systems which promote co-ordinated action and presentation.

3.2 Contributions in support of this objective are made mainly by the Secretariats, with contributions from the Performance and Innovation Unit, Social Exclusion Unit, UK Anti Drugs Co-ordination Unit and the Women's Unit. Some of the major activities that have taken place this year are listed below.

3.3 Work on constitutional issues included:

- After successful referendums in Scotland, Wales and Northern Ireland, legislation to establish the **Scottish Parliament** and the **National Assembly for Wales**, to facilitate elections in Northern Ireland and to determine the functions of the **Northern Ireland Assembly** was enacted during the last parliamentary session.
- The **Human Rights Act**, incorporating ECHR into UK legislation, received Royal Assent in November.
- A Bill to **remove hereditary peers from the House of Lords** was introduced in January.
The Government has also published a White Paper setting out proposals for taking forward full-scale reform of the second chamber and the arrangements for a transitional House. A Royal Commission has been established to consider issues arising out of long-term Lords reform.

3.4 Work on foreign and security policy issues included:

- the **Strategic Defence Review**;
- the launch by the Prime Minister of the new debate on **European Defence**;
- co-ordination of government policy towards the **Balkans** and **Iraq**;
- support to the Prime Minister's Office on **Northern Ireland** policy leading up to the Good Friday Agreement.

3.5 Work on economic and domestic issues included the following:

- **expenditure plans** were set out in the White Paper on the Comprehensive Spending Review;
- the **legislative programme** for the forthcoming session was drawn up;
- **environmental and sustainable development** policies were co-ordinated;
- **welfare reform agenda** proposals on the future of disability benefits, bereavement benefits, child support, the single gateway to welfare, fraud and pensions were developed.

3.6 Ministers were supported in a number of key areas concerning Europe. These included:

- the development of the Government's policy towards Economic and Monetary Union;
- co-ordination of EU aspects of the Government's policy on BSE, and in particular the pursuit of a strategy best designed to secure further progressive lifting of the beef export ban;
- Presidency of the European Union. The Cabinet Office was heavily involved in framing the objectives set for the Presidency by the Government, and also in preparing policy issues for discussion at the Cardiff European Council in June;
- formulating a government position in the EU Agenda 2000 (internal reform) negotiations covering financing agricultural reform and the structural funds.

3.7 Work on cross cutting issues included:

- guidelines to civil servants on **policy appraisal for equal treatment** revised and issued jointly with the Home Office and the Department for Education and Employment;
- publication of **Delivering for Women**: progress so far and comprehensive factsheets on the work of the Women's Unit at a major launch on 9 November 1998;
- building up a comprehensive picture of **women's attitudes** to a wide range of social policies through research;
- preparing the UK Government's report on its implementation of **the UN Convention on the Elimination of Discrimination Against Women (CEDAW)** on which there will be a detailed cross-examination in June 1999.
- publication of reports on the problems of **school exclusion and truancy, rough sleeping and neighbourhood renewal**;
 - on social exclusion in education, a report set a tough new government target to reduce the levels of school exclusions and truancy by a third by 2002;
 - in its rough sleeping report, recommendations were made to reduce the numbers of people sleeping rough by two thirds from its current level by 2002;
 - on neighbourhood renewal, a comprehensive programme of policy development has been recommended, which will be taken forward by 18 policy action teams. Their work will come together in a new national strategy for neighbourhood renewal to be published in early 2002;
- **The Performance and Innovation Unit** was established, and its first set of projects announced on 10 December 1999 (these are described in Chapter 4). The Unit seeks to promote best practice in innovation and 'joined up' policy making throughout Whitehall.
- Launch of a new ten-year strategy, "**Tackling Drugs to Build a Better Britain**", providing a comprehensive framework for joint action aimed at:
 - helping young people to resist drug misuse in order to achieve their full potential;
 - protecting communities from drug-related anti-social and criminal behaviour;
 - enabling people with drug problems to overcome them and live healthy and crime-free lives;
 - and stifling the availability of illegal drugs on the street.
- During 1998/99, a comprehensive set of **targets and measures were developed across government** against which achievement of these targets, and associated sub-targets, can be assessed (details will be given in the Co-ordinator's annual report in spring 1999).
- Measures have been introduced to improve inter-agency collaboration at local level. **Multi-agency Drug Action Teams** were issued for the first time with a common template for local action plans, and with new guidance on joint strategic working against drugs. Their action plans were submitted to Keith Hellawell analysed and responded to individually at the beginning of 1999. Key information on gaps and priorities across the country was collated and used as the basis for a national plan to be published in April 1999.

Objective 2

3.8 To support the Prime Minister effectively and efficiently in his role as Head of Government and to provide similar support to Ministers in the Cabinet Office and the Office of the Government Whips on matters for which they are responsible.

3.9 Contributions in support of this objective are mainly made by 10 Downing Street, the Whips' offices, Central Secretariat and Ceremonial Branch.

3.10 Work carried out to support the Prime Minister included:

- Significant progress made in implementing key elements of the Government's agenda, including:
 - **Welfare reform;**

- **Northern Ireland Good Friday agreement;**
- successful running of the **EU Presidency;**
- completion of the **Comprehensive Spending Review.**
- **AGENDA** was launched. Agenda is a computer-based strategic media planning and co-ordination system, used to assist in the planning and presentation of government policy and events.
- Closer links developed with Cabinet Office IT and Telecomms.

3.11 Work on propriety, public bodies and appointments included:

- co-ordination of an initiative to increase **the participation of under-represented groups in public life;** a working group was set up to advise departments on the implications of key equal opportunities issues for public appointments;
- making arrangements for the appointment of **a new Commissioner for Public Appointments,** Dame Rennie Fritchie, from 1 March 1999;
- a consultation exercise on the Government's proposals to make non-departmental public bodies (**quangos**) **more open, accountable and effective;**
- a report by the Committee on Standards in Public Life on the **funding of Political Parties in the UK,** which made 100 recommendations;
- a review was undertaken of **departments' roles in export promotion,** overseen by an Advisory Group chaired by the Cabinet Secretary.

Objective 3

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

3.13 Work on improving and modernising government included the following:

- At the time of writing, the **White Paper Modernising Government** was due to be published in spring 1999, representing the culmination of a programme of developmental activity which co-ordinated input from the four major streams of work, which cover strategic policy making; information-age government, joined-up public services; and valuing public service.
- These streams of work have resulted in various separate projects being taken forward, including **face-to-face access to government services,** and improving the financial and administrative framework of government to **encourage innovation and partnership** working.

3.14 Until its transfer to the Home Office in August 1998, work was taken forward on a **Freedom of Information Act.** The results of the public consultation on the White Paper *Your Right to Know* were published, and the Government responded to the Public

Administration Select Committee's report on the White Paper.

3.15 Work on improving the standard of regulation included the following:

- Publication of the **Better Regulation Guide incorporating Regulatory Impact Assessment** and a training programme for departments to help them ensure their regulations are necessary, effective in securing the desired benefits and that the costs are justified. This includes ensuring that regulations are in accordance with the Better Regulation Task Force's principles of good regulation.
- The **Better Regulation Task Force** reviewed the impact of regulation on productivity as announced in the Chancellor of the Exchequer's Pre-Budget report on 3 November 1998.
- The **Access Business Group,** which is modernising government in the regulatory area, produced a blueprint for fair and consistent enforcement of regulation ("Enforcement Concordat") which is being adopted across central and local government.
- **Better regulation in the European Union** was promulgated during the second half of the UK's Presidency of the EU and beyond. The Austrian Presidency held a conference in Vienna on 12- 13 October 1998 on the theme of Better Regulation Serves Employment which was co-chaired by the Minister for the Cabinet Office. The Germans have also

agreed to take forward work on better regulation during their presidency.

- A review was co-ordinated in the Cabinet Office of 40 of the 70 **administrative forms** sent to business which has led to plans to simplify or abolish at least 30 of the forms reviewed.

3.16 Work on improving government efficiency and effectiveness included the following:

- Working closely with Treasury, the **Comprehensive Spending Review** was completed. Contributions were made to the White Paper *Modern Public Services for Britain*, and to ten cross cutting reviews covering the criminal justice system in GB and in Northern Ireland, illegal drugs, asylum, land use planning, local government finance, housing, regeneration, entry clearance, and the intelligence services;
- Within the Comprehensive Spending Review, **efficiency studies** were carried out on:
 - countryside and rural organisation policy;
 - Employment Service and Benefits Agency closer working;
 - managing attendance in the public sector, targeting a 30% reduction in sickness absence;
 - NHS Supplies in England;
 - and jointly with Treasury, reviews were made of best practice in civil government procurement, and an external review of civil procurement arrangements in light of the government's efficiency, modernisation and competitiveness objectives was serviced.
- Key work was carried out in the **follow up to the Comprehensive Spending Review**, including working with the Treasury in agreeing Public Service Agreements with all departments. These PSAs set out for the first time the targets right across public services against which the performance of government can be judged, and how the public sector will raise its productivity.
- The first competition took place for awards from the Invest to **Save Budget (ISB)**, set up by the CSR. The ISB, which has attracted considerable interest and is well oversubscribed, is a key vehicle for promoting the Modernising Government agenda through the help it provides in developing projects which bring together two or more public service bodies to deliver services in a joined up, innovative and more efficient fashion.

(See Chapter 4 for details of Better Regulation Unit's award of Invest to Save funds).

3.17 Work carried out in the field of IT included the following:

- Formal launch of the **Government Secure Intranet (GSI)** in April 1998.
- In May 1998, a six-monthly monitoring exercise on behalf of the Prime Minister was initiated on departmental and agency progress towards the **25 % target** [i.e. 25% of government services to be available electronically by 2002].
- A **Year 2000 Team** was established to monitor the progress of departments, agencies and the wider public sector towards meeting the Government's objective of no material disruption to essential public services. The Team also supports Mrs Margaret Beckett, President of the Council, in her role as Chair of MISC 4, the Cabinet Committee responsible for co-ordinating the Government's response to the millenium bug. The findings of quarterly reviews to Parliament on the public sector's progress towards millenium compliance were published on the Internet; and initial work on the independent assessment of key elements of the national infrastructure was begun. The Team also funded Action 2000 to produce *Homecheck* a guide to the impact of the millennium bug around the home.

3.18 Work to promote high standards in the quality of public services included:

- Successful launch of *Service First the new Charter programme* following a major consultation exercise on the Charter programme;
- Successful running of the largest ever **Charter Mark award programme** (see Figure 3a below):

Figure 3a : Charter Mark Awards

- Successful recruiting of a new People's Panel of 5,000 people across the UK , a world first, and carrying out two research waves to consult members of the public on their attitudes to public services and generate ideas about how they can be improved;
- Setting up a major national programme to deliver Better Government for Older People.

Objective 4

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

3.20 Work in corporate management of Civil Service Pensions included the following:

- Work with employing departments, Treasury, and other public service pension schemes took place to ensure that **Civil Service pension and compensation arrangements** complied with new legislative arrangements, met management needs and, through participation with the National Association of Pension Funds, took account of best practice across the pensions industry.
- Contributions were made to DSS work on Pensions on Divorce and their work on the Pensions Review, and arrangements were put in place to meet the requirements of the Disability Discrimination Act.
- A new pension scheme for the Civil Service, **PCSPS 2000**, was being developed with employing departments and the trade unions.
- The development of **new software for administration** of Civil Service pension and compensation arrangements, contractual acceptance and implementation at the first user site.

3.21 Work on development and equal opportunities included:

- Ensuring that the Service achieves **100% Investors in People recognition** by year 2000. By October 1998 just less than 100% of the Civil Service were working in organisations formally committed to or recognised against the IiP standard. 31% of the Civil Service were in recognised organisations compared to 13% in the rest of the economy.
- Monitoring of progress on the implementation of the **Development and Training White Paper**, report published in December 1998.
- The Service aims to maximise the benefit of having a **diverse workforce** and ensure that under-representation of specific groups in the Service is eliminated. In particular by:
 - focusing on areas where **under-representation of key groups** is significant, in particular the Senior Civil Service, and identifying specific action by either the Cabinet Office or departments;
 - reviewing the aims of **Civil Service Equal Opportunities** policy to produce a strategy to ensure significant progress into the 21st Century and co-ordinating a managing diversity pilot of 3 departments;
- signing up to a new **Ethnic Minority Charter**, in conjunction with the Civil Service trade unions, to tackle the under-representation of ethnic minorities in the Senior Civil Service.

3.22 Work in managing the Fast Stream and European staffing issues has included:

- During 1997/98 150 people were **recruited to the General Fast Stream**, increasing the number of successes from the ethnic minorities.
- Completed the first stage of a series of **validation studies for the Fast Stream selection process** as well as follow-up action in response to the Civil Service Commissioners following an audit of the scheme.
- Information and training in support of candidates for major **competitions for the EU Institutions** was provided, increasing the level of coverage of the EU Vacancy Information Service. 11 European Fast Streamers reached the reserve list of the 1997 Council of Ministers' Secretariat competition (out of 37 UK nationals overall) and 74 members of the current programme have entered the competitions launched in 1998 by the European Commission and the European Parliament.
- The number of UK nationals seconded to EU Institutions was maintained, and the Division continued to **co-ordinate bilateral exchange arrangements** for UK civil servants with their counterparts in France, Ireland, Germany, Finland and Sweden.

3.23 Work in support of personnel management issues include the following:

- A review of delegated pay and grading was undertaken (due to report in April 1999). It aims to preserve the benefits and tackle the problems of pay and grading delegation, ensure that systems continue to meet departments' and agencies' business needs and to reflect their culture and values, and to support the Government's wider objectives the

delivery of "seamless" services and the maintenance of a unified Civil Service.

- Guidance on Civil Service **participation in the New Deal** was agreed with the trade unions and issued to departments and agencies in time for the launch of the New Deal in April 1998.
- Guidance on the application of the **Working Time Regulations** in the Civil Service was agreed with the trade unions and issued to departments and agencies in October 1998.

3.24 Work in support of issues concerning senior civil servants included:

- promotion of the **Interchange initiative for senior civil servants**;
- co-ordination of the Government response to **the Senior Salaries Review Body** and agreement of Permanent Secretaries Remuneration; advising on the appointment of new members of the Senior Salaries Review Body;
- **dissemination of information**, including best practice from the Working Group on Equal Opportunities in the SCS; commissioning independent research by external consultants on the reasons for the under-representation of women, ethnic minorities and disabled people in the SCS.

Agencies

3.25 The work of the Civil Service College also contributes to this objective. The College's performance in support of the objective can be found within its own contribution in Chapter 5.

Objective 5

3.26 To ensure that the services provided by the Cabinet Office, whether through its agencies, the Parliamentary Counsel Office, or by other means, contribute to the efficient and effective operation of government.

3.27 Throughout the previous Session, the achievements in producing high-quality drafts, and in meeting target dates for introduction of Bills, was acknowledged by sponsoring departments and ministers.

3.28 Work carried out in support of the agencies included:

- production of a strategy for the closure of **SAFE**, with the transfer of its functions to other government departments and the private sector, which is now being implemented;
- advice given on the announcement of the start of the quinquennial review of the **Buying Agency**;
- evaluation of bids from the private sector for the future property strategy of Civil Service College, and recommendation of a strategy for implementation;
- completion of the post sale arrangements for the privatised agencies (Her Majesty's Stationery Office (HMSO), Chessington Computer Centre (CCC), Recruitment and Assessment Services (RAS) and the Occupational Health and Safety Agency (OHSA).

Agencies

3.29 The work of four of the Cabinet Office Agencies also contribute to this objective. They are:

- Buying Agency;
- Central Computer and Telecommunications Agency;
- Government Car and Despatch Agency;
- Property Advisers to the Civil Estate.

3.30 The Agencies' performance in the support of the objective can be found within their own contributions in Chapter 5 of this report.

4. Towards the Future

Delivering the Public Service Agreement (PSA)

4.1 The Cabinet Office Public Service Agreement (PSA) was published in a White Paper in December 1998. The PSA sets out the aims, objectives, resources and targets for each department for the period 1999-00 to 2001-02. The Cabinet Office PSA includes aims and objectives of the Department, and the following high level performance targets.

PERFORMANCE TARGETS

Objective 1

4.2 *Performance and Innovation Unit*

1) By 1 April 1999, the Performance and Innovation Unit will be established and will complete reports commissioned by the Prime Minister each year. The first studies, including those listed below, will be completed in the course of 1999.

- The Central Government Role at Regional and Local Level;
- The Government's Long-term Objectives for Rural Economies;
- Developing Electronic Commerce in the UK;
- Accountability and Incentives for Joined-Up Government;
- Improved Well-Being and Quality of Life for Older People Through Active Ageing.

4.3 *Social Exclusion Unit*

2) By December 1999, the Social Exclusion Unit will have completed and published its reports on:

- teenage pregnancy;
- 16-18 year olds not in education, training or work;

and have kept to timetable for follow up action to its first three reports:

- Truancy and Exclusion;
- Rough Sleeping;
- National Strategy for Neighbourhood Renewal.

Beyond that, the Unit will complete reports commissioned by the Prime Minister each year.

4.4 *Women's Unit*

3) By December 1999, the Women's Unit will have developed arrangements, in line with the published guidelines, to ensure that women's interests are taken into account in the development and delivery of policies by all government departments.

4) The Women's Unit will have completed the work commissioned by the Minister for Women on cross cutting policy issues; including by the end of 1999-2000 reports on:

- teenage girls;

- women's incomes;
- the safety and protection of women.

Objective 2

4.5 Ministerial Correspondence

- 5) The percentage of ministerial correspondence replied to within 15 days will be:
- 96% in 1999-2000;
 - 97% in 2000-2001;
 - 98% in 2001-2002;

Objective 3

4.6 Better Government Team

6) A White Paper, Modernising Government will be published by Spring 1999. The messages of the White Paper will be carried forward and implemented, actively involving other parts of the Cabinet Office, other government departments and partners across the wider public sector, and the voluntary and private sectors.

4.7 Better Regulation Unit

7) To pursue continuing improvement in government regulation, including by Spring 1999, the Better Regulation Unit, in consultation with departments, will introduce arrangements for the audit and evaluation of better government practice, including the preparation of Regulatory Impact Assessments and systems for reporting on regulatory activity.

Objective 4

4.8 Centre for Management and Policy Studies

8) By 1 April 1999, the Centre for Management and Policy Studies will be established; and the Centre will deliver its first tranche of new programmes by June 1999, and will meet its initial targets by April 2001.

Professor Ron Amann was appointed as Director of the Centre for Management and Policy Studies on 22 February 1999.

4.9 Civil Service Employer Group (CSEG)

9) By May 1999, revised versions of the Civil Service Code, Civil Service Management Code and Civil Service Appointment Procedures will be produced and promulgated, together with draft Concordats which will be agreed with the newly formed Scottish and Welsh Administrations, all governing the way the unified Civil Service will operate under a devolved system. A review of the operation of these new arrangements will be completed by April 2001.

Objective 5

4.10 Property Advisers to the Civil Estate (PACE)

10) The number of surplus buildings on the Government Estate (384 at 1 April 1996) will be reduced by 67% by April 1999 and 80% by April 2000.

11) The Security Division's (SAFE'S) essential functions will be transferred to other government departments and its remaining services will be run down by 31 March 2001.

4.11 Agencies

12) The Cabinet Office's agencies will meet their break-even and other targets as appropriate in each year.

4.12 The Cabinet Office will continue to look at ways of making its targets more outcome based.

Contributions to other departments' PSAs

4.13 In addition to the above targets, the Cabinet Office, as part of the corporate centre of government, contributes to the setting and delivery of targets in other departments' PSAs, such as DFEE's target on a reduction by one third in school truancies and exclusions by 2002, and DETR's target to reduce the number of people sleeping rough by two-thirds from the current level by 2002.

ACTION AGAINST ILLEGAL DRUGS

4.14 The Cabinet Office has commitments to Objective 4 of the "Action Against Illegal Drugs" PSA.

Objective 4

4.15 *A reduction in the access to drugs for young people under 25.*

Targets for the police, HM Customs and Excise, the National Crime Squad and National Criminal Intelligence Services will be agreed annually, in consultation with the UK Anti Drugs Co-ordinator, to ensure action against drug suppliers is co-ordinated, efficient and effective. Action against supply sponsored by the Secretary of State for International Development and the Foreign Secretary will also be co-ordinated by the UK Anti Drugs Co-ordinator.

Invest to Save

4.16 The Better Regulation Unit has been awarded £100,000 from the Invest to Save budget to support the INFOSHOP pilot. The total project costs are £200,000 of which £100,000 will come from Treasury, £95,000 from local authorities and £5,000 from BRU.

4.17 Over the coming year, the Better Regulation Unit will be working with 17 local authorities to pilot an electronic system to enable local authority front line staff to answer complex queries and give consistent and comprehensive advice about regulations. During the pilot they will evaluate work currently going on in local government; develop and pilot a computer system to answer complex queries; and evaluate the success of the system.

The pilot is due to end in December 1999.

Preparing for the Year 2000

4.18 The Year 2000 Team will continue to support the President of the Council in her role as Chair of the Cabinet Committee on the millenium bug. The Cabinet Office will fund Action 2000 to carry out activities under the National Infrastructure Forum, including further work on independent assessment of key services in both the public and private sector. Action 2000 will build on the information provided to householders in Homecheck by providing further information for the general public on the millennium bug.

Departmental Investment Strategy

The role of capital

4.19 The capital base for the Cabinet Office primarily comprises land and buildings, vehicles, Whitehall District systems, IT and office equipment. The significant fixed assets held include the Whitehall District heating and standby distribution systems held by the Property Advisers to the Civil Estate; vehicles held by the Government Car and Despatch Agency; and property owned by core Cabinet Office. These assets are required to provide the facilities needed to achieve the Departmental objectives.

Capital and Current Spending

4.20 The gross capital expenditure is £96 million over the next three years. The proportion to current expenditure is unusually high because of the purchase of new accommodation for core Cabinet Office. Alongside maintenance and replacement of fixed assets, the Cabinet Office makes investments through development works, including PENSERV¹ and MERLIN². These are designed to foster standard platforms and at the same time, provide future savings to the exchequer.

Table 4a : Capital/Current split from 1999-00 to 2001-02

Asset disposals

4.21 The Executive Agencies maintain asset registers and carry out inventory controls. This is reported in their published Annual Reports. The core Cabinet Office has developed an asset register which details assets for valuation and depreciation. This information will be used to determine maintenance need, negotiate new contracts, and in planning for upgrades and replacements.

Delegated Capital Budgets

4.22 The Comprehensive Spending Review has given the basic levels of capital investment from 1999-00 to 2001-02, on an annual cycle. This means projects are selected on a competitive basis, so that only the most productive in terms of achieving the Cabinet Office objectives are approved.

1. The PENSERV project is for the PCSPS 2000 (the new Civil Service Pension Scheme), which will better meet changing management needs arising from the Better Government agenda. The intention of PENSERV is to reduce set up and administrative costs in employing departments or their agents. It is suggested that 30% savings should be achievable (Efficiency Scrutiny, 1992).

2. Project MERLIN will see the upgrading of Cabinet Office IT hardware and software incorporating electronic document management and government secure internet.

5. Providing Services to Central Government and the Wider Public Sector



The Buying Agency

Objectives

5.1 The Buying Agency works in support of Cabinet Office objective 5:

To ensure that the services provided by the Cabinet Office, whether through its agencies, the Parliamentary Counsel Office, or by other means, contribute to the efficient and effective operation of government.

5.2 The Buying Agency offers a professional procurement service to public sector organisations and private sector agents working on their behalf. TBA offers a range of services including:

- pre-tendered direct call-off contracts covering over 50,000 products and services;
- the Pathfinder service which assists with more complex procurement issues including the Private Financial Initiative (PFI), facilities management and large scale procurement;
- direct sales and spot buying which helps with volume purchases and/or the purchase of complex items or items that are difficult to source.

Performance

5.3 Table 5a below shows performance against targets for 1997. Performance against targets for 1998 will not be available until spring 1999.

Table 5a : Performance against targets 1997

Performance Against Milestone Targets

- **To improve the quality of TBA's workplace by achieving the Health at Work Award.**

TBA has achieved the award during 1997.

- **To set up an environmental management system as described in ISO 14001.**

TBA has established this system and will now be monitoring all its activities which have direct and indirect environmental effects and will look for areas for improving its performance in terms of "environmental-friendliness" and energy conservation.

- **To obtain re-accreditation to ISO 9001.**

TBA retained its ISO accreditation during the course of 1998.

Information Technology; The Millennium Threat

5.4 The Buying Agency has a planned programme to ensure that its key processes and supporting systems will not be affected by the year 2000 date change. Procedures have been developed in accordance with the guidance issued by the Department of Trade and Industry (DTI) and the Central Computer and Telecommunications Agency (CCTA). These include the requirement that our suppliers provide assurances of their own year 2000 compliance. A project team is responsible for the co-ordination of year 2000 compliance work and TBA's Finance Director has been appointed Year 2000 Programme Manager.



Central Computer and Telecommunications Agency (CCTA)

Objectives

5.5 The Central Computer and Telecommunications Agency (CCTA) works in support of Cabinet Office objective 5:

To ensure that the services provided by the Cabinet Office, whether through its agencies, the Parliamentary Counsel Office, or by other means, contribute to the efficient and effective operation of government.

5.6 This is achieved by developing, maintaining and making available expertise about Information Technology which public sector organisations will draw on in order to operate more effectively and efficiently. CCTA's progress in 1997-98 and a summary of its strategy for the future are set out in CCTA's Annual Report and Accounts for 1997-98.

Performance

5.7 Table 5b overleaf details the performance of the CCTA.

Information Technology; The Millennium Threat

5.8 A Programme Board has been working since Autumn 1997 to ensure the smooth running of CCTA's IT related systems through the Millennium and beyond.

5.9 The majority of our systems are already compliant and were Year 2000 ready by January 1999. CCTA are currently conducting a Business Continuity Planning review, which will be used to facilitate the restoration of any business activity that may contain risk including Year 2000 problems induced by external factors.

Human Resources

5.10 CCTA has two office locations; 89% of staff are based in Norwich and 9% at the London office. Approximately 2% are home/mobile workers.

5.11 The diverse nature of CCTA's business calls for a blend of professional procurement specialists, IT specialists, contract and customer relations managers, and administrators. In order to achieve greater flexibility to meet customer demands, CCTA has adopted a matrix management approach. Resource Managers deal with the people management and resourcing issues in liaison with the Service Managers who concentrate on provision of the range of services for CCTA's customers.

5.12 CCTA achieved IiP accreditation in March 1997 and is now preparing for re-accreditation in March 2000. The new performance assessment system introduced from April 1997 reinforces the IiP drive for individuals to agree and be assessed on

business-related objectives and to take responsibility for identifying and pursuing personal development plans to enhance their own development and the overall expertise within the organisation

Table 5b : Performance of CCTA

Equal Opportunities

5.13 CCTA is committed to being an equal opportunities employer. It employs 198 staff, of whom 35% are female, including one Board Director, 4% have declared they are members of ethnic minorities and 5% that they have a disability. CCTA promotes staff on the basis of merit. Of the 33 staff promoted from 1 November 1997 to 31 October 1998, 30% were female.

Recruitment

5.14 CCTA's recruitment policy follows the principles of fair and open competition and selection on merit as laid down in the Civil Service Commissioners' guidance. These are subject to internal and Commissioners' audit. 18 staff, 9 male and 9 female, have been recruited externally since April 1998, including one disabled member of staff appointed under permitted exceptions. CCTA is approved by the Employment Department to display the Disability symbol. In addition, CCTA is proactive in supporting the local career services in offering work experience placements in Norwich.



Civil Service College

Objectives

5.15 The Civil Service College works in support of Cabinet Office objective 4:

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

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

Agency Status

5.17 The College became an executive agency in 1989. A prior options review in 1993 and a ministerial review in 1996 confirmed that the College should remain as an agency within the public sector. A strategic review of the College commenced in October 1997 which explored how the College should develop to reflect the changing needs and priorities of the Civil Service.

5.18 During 1998/99 the College worked with the Cabinet Office to create the Centre for Management and Policy Studies. The question of whether the College will continue as an executive agency beyond April 1999 has yet to be determined.

Targets and Performance

5.19 In 1998/99 the College was set exacting financial, volume and quality targets (see Tables 5c-5g), which also attempted realistically to reflect current market conditions, and which allowed the College some flexibility to start to develop into its new role. Despite this difficult transitional year, the College achieved its primary financial target of breaking even in accruals accounting terms for the third year in succession, while also maintaining its quality target of 88% of all students assessing their courses as meeting the stated objectives.

5.20 Income in both the College's open programme and single work remained stable from 1997/98 although the College's consultancy and International work did not show the same levels of growth as in previous years. The College slightly

exceeded both of its volume targets. Some 1500 members of the Senior Civil Service attended the College during the year, demonstrating the relevance and importance of the College to this key group. By meeting the target for private sector students, the continued relevance and competitiveness of the College's products in the wider market place were illustrated.

Table 5c : Civil Service College – Break Even/Cost Recovery (%)

Table 5d : Civil Service College – Consultancy Income (£000)

Table 5e : Civil Service College – Students In The Senior Civil Service

Table 5f : Civil Service College – Private Sector Students

Table 5g : Civil Service College – Percentage Of Course Evaluations Marked In The Top Two Categories (Of Six) (%)

Service First

5.21 The College does not primarily deal with the general public but is keen to demonstrate its commitment to the Service First principles. In all its dealings with customers, at every level, the College seeks to embody and exemplify the values of the Citizens Charter. These are enshrined in the College's own Customer Charter. Customer surveys provide feedback not just on the customer's views of the training they receive but also accommodation, catering and support services.

Review of Property

5.22 One of the College's long standing concerns has been its substantial fixed costs on property and the lack of flexibility this can impose. In addition, the absence of a regular source of capital funding raises further long term risks. Therefore in 1997/98 an independent property consultant funded by the Cabinet Office undertook a review of the College's estate. The main issues to be addressed were: under-utilisation of bedroom accommodation at Sunningdale Park; lack of a source of capital investment; and not being able to recover the VAT that is paid on contractor's bills. The initial survey concluded that there appear to be a number of options for the Sunningdale estate, including some kind of public/private partnership. A project to look at the options was undertaken in 1998/99.

The Business

Executive and Organisational Development Group

5.23 The Group provides learning and development opportunities to Senior Civil Servants. The needs of this sector are exacting, varied and rapidly changing and therefore many programmes change considerably from year to year. During the year several new initiatives were launched, which included the Trevelyan Course for experienced SCS members, Top Management For Scotland and Wales, Director Level Learning Sets, and the Group began design of the European Node. In delivering programmes to the SCS the College works closely to requirements defined by Cabinet Office and departments and delivers through subject experts, eminent innovators and distinguished practitioners willing to share their thinking and experience.

Government Group

5.24 Government Group has continued to deliver a wide range of courses on the government framework, policy, Parliament, the law, public service reform and European affairs. The Group has responded to a significant upsurge in demand for training in the essential skills needed in the formulation and implementation of policy. In addition, programmes have been developed during the year in a number of new areas in support of the Government's policy initiatives, including policy presentation and policy appraisal for equal treatment (or "mainstreaming"). The partnership with Cranfield University School of Management in the delivery of the Public Sector MBA has also continued.

Management Development Group

5.25 Management Development Group continued to run an array of programmes. These addressed the management skills, and

personal development needs, of those operating in the first line to senior manager range in the public service environment at large. The year has been characterised by a marked increase in the number of events, especially designed to meet corporate organisational objectives. These have covered the spectrum from bespoke Development Centres and associated programmes through to myriad variations on the Team Challenge theme.

Specialist Development Group

5.26 Specialist Development Group continued to pursue its strategy of building closer links with the employer groups and central units which have an interest in developing the skills of professionals and specialists across government. In general the aim has been to ensure that training programmes become more demand-led and to identify and cater more precisely to the training needs of specialists and their employers. Particular successes during the year included: the launch of a Graduate Diploma to meet the need for higher levels of expertise among Procurement Officers; and the development of a fruitful partnership between the College and the Lawyers Management Unit which is now delivering a tailored training programme which meets a very important corporate requirement.

International Training and Development

5.27 The College has continued to develop its role in the international community by exploring, with its counterparts, ways in which to understand and develop best practice in public administration reform. During 1998/99 the Group has been particularly pleased to start work on the third phase of the Hungarian Civil Service Training and Development Project and to commence other new projects in Bangladesh, South Africa and Kenya. Projects in countries as diverse as Indonesia, Nepal, Poland, Bulgaria, Russia and the Ukraine are continuing, and the College is, for the first time, working with China.

The Environment

5.28 The College, in line with the policy on the environment, has continued to pursue initiatives to minimise the use of energy and to reduce damage to the environment.

Information Technology

Electronically Available Services

5.29 The College has reviewed its services with the public which qualify for inclusion under the target for 25% of services to be available electronically by 2002. At present none of these services are available electronically, however connection to the GSI and greater use of the Internet will enable the College to exceed the target by 2002.

The Millennium Date Change

5.30 An action plan for tackling the Year 2000 date change is in place. The plan was completed in December 1998, although there may be one minor non-critical system that will still need to be upgraded after that date. The College is preparing a Contingency Plan specifically to cover the Year 2000 date change period, and intends to hold a complete system test for Year 2000 compliance in April / May 1999, to assess whether the integrated systems in place at that time will continue running during and after the 1st January 2000.

Performance in Paying Bills

5.31 The College complies with the CBI prompt payment code. In 1998/99 95% of all payments were made within 30 days of the receipt of an agreed invoice.

Human Resources

Development and Training Strategy

5.32 The College's training and development strategy is based on both top down and bottom up processes. All staff have performance frameworks which are directly linked to business need and service delivery. The corporate training strategy directly supports the business at corporate, group and individual levels. The training evaluation systems show that the training provided is cost effective in terms of both the individual and corporate outcomes. Targets for 1999/2000 are still under review but will certainly again be supportive of business outcomes. The College is accredited for IiP (and has been since October 1996) and planned to be re-assessed in early 1999.

Equal Opportunities

5.33 The College is proud of being a committed equal opportunities employer. On 31 March 1998, of 237 staff, 56.6% were women, nearly 4.3% were members of ethnic minorities and nearly 0.43% were registered and non-registered disabled. The College promotes staff on the basis of merit.

Table 5h : Civil Service College: Representation of Women, Members of Ethnic Minorities and Disabled Employees

Recruitment

5.34 The College is entirely committed to the core principles of fair and open competition for recruitment and selection on merit, as laid down in the guidance from the Civil Service Commissioners. College systems ensure that this exacting standard is delivered and they are subject to internal audit. The permitted exceptions to fair and open competition in 1998/99 are given in table 5i.

Table 5i : Civil Service College: Permitted Exceptions

Public Appointments

5.35 Ms Linda Oliver joined the College's Business Executive as a non-executive director on 1 May 1997. This is a part-time posting, and as a fee paid employee she receives £180 per month.

Senior Civil Service Salaries

5.36 1 December 1998 stage payments have yet to be determined. The position at 1 April 1998 was as follows:

Table 5j : Civil Service College : SCS Salaries



The Government Car and Despatch Agency (GCDA)

Objectives

5.37 The Government Car and Despatch Agency (GCDA) works in support of Cabinet Office objective 5:

To ensure that the services provided by the Cabinet Office, whether through its agencies, the Parliamentary Counsel Office, or by other means, contribute to the efficient and effective operation of government.

5.38 GCDA aims to achieve this by being the first choice supplier of secure transport, distribution and mail related services to central government departments, the wider public sector and other approved customers.

5.39 GCDA became an Executive Agency on 1 April 1997 when the Government Car Service (GCS) and the Inter Despatch Service (IDS) separated from the Security Facilities Executive (SAFE). GCS provides cars and drivers to government ministers and other key people in the Civil Service and the wider public sector. The GCS operates a fleet of about 160 cars. IDS provides a mail distribution service to central government and the wider public sector, and operates a fleet of over 60 vehicles.

5.40 The main internal objectives of the Agency are:

- to meet customer's needs for the secure provision of services;
- to meet financial targets, particularly to recover all costs through charges to customers;
- to operate efficiently and cost effectively;

- to promote best employment practice and promote good employee relations;
- to maintain commitment to quality and performance through ISO 9002 accreditation, in line with the principles of the Citizen's Charter; and
- to promote environmentally friendly practices.

Performance

5.41 The Agency's performance against its published non financial targets is shown in table 5k.

Financial Performance

5.42 The Agency's performance against its published financial targets is shown in table 5l.

Capital Assets

5.43 Information about the Agency's capital assets as at 31 March 1998 are included in the Agency's Annual Report and Accounts for 1997/98.

Information Technology; The Millennium Threat

5.44 The Agency introduced a new computer based information management system for the Government Car Service. The new system, named Phoenix, produces more accurate and timely information for customers and for management accounting purposes, and has reduced administrative work. This software is millennium compliant. By early 1999 all Agency software was compliant.

Human Resources

5.45 The Agency employs 245 staff, comprising mainly drivers and other industrial staff, with a small administrative and support group. The majority of its employees are based at its headquarters in Vauxhall, London. The IDS operates from depots in London, Cardiff, Birmingham, and Bradford.

Equal Opportunities

5.46 GCDA employs 20 women, representing 8.2% of its work force. Of these 14 are drivers, and the remaining 6 are in the administrative and support group.

5.47 Of the 148 members of staff who have chosen to participate in GCDA's ethnic survey, 11 (7.4%) classify themselves as belonging to an ethnic minority group.

5.48 GCDA currently has no disabled employees.

Recruitment

5.49 The rules contained in GCDA's Recruitment Handbook are applied whenever recruitment is undertaken. These reflect the principle that every appointment must be on merit and on the basis of fair and open competition. In 1998 one permitted exception was made to this principle, being a casual appointment of less than 12 months duration. Otherwise, all recruitment undertaken by GCDA last year was on the basis of fair and open competition.



Property Advisers to the Civil Estate (PACE)

Objectives

5.50 PACE works in support of Cabinet Office objective 5:

To ensure that the services provided by the Cabinet Office, whether through its agencies, the Parliamentary Counsel Office, or by other means, contribute to the efficient and effective operation of government.

5.51 PACE became an Executive Agency on 1 April 1996 following a decision by ministers that ownership responsibility for Common User Estate properties should be transferred from Property Holdings, then a Department of the Environment responsibility, to occupying departments with effect from 1 April 1996.

Role and Mission

5.52 The majority of the Agency's resources are aimed at sustaining the three core business activities; co-ordination of market activity and estate rationalisation; provision of central advice, and property related intelligent client services. PACE places great emphasis on supporting departments in the management of their property responsibilities and sees its role as providing departments with guidance and practical help on all the issues they face, both now and in the future. Whatever property pressures departments are under and whatever accommodation challenges they are faced with PACE is ready and available to provide help and support as needed.

Functions

5.53 The functions of the agency are:

- to identify and promote opportunities to co-ordinate departments' market activity;
- to plan and broker interdepartmental estate rationalisation schemes;
- to provide central property guidance to departments;
- to provide departments with the range of property related Intelligent Client services they require;
- to supply heating and standby electricity to departments in the Whitehall area;
- as a residual function, to manage and dispose of inherited vacant property.

Internal Objectives

5.54 The objectives of the agency are:

- to promote co-operation between departments to enable them to obtain best value for money in the management of their property;
- to promote best practice in the management and use of government property;
- to provide property related Intelligent Client services and to recover full costs;
- to dispose of inherited vacant property at best value;
- to deliver all services efficiently, economically and effectively within the resources available, making maximum use of private sector involvement; and
- to provide all services to departments in accordance with the principles set out in the Citizen's Charter.

Organisation and Structure

5.55 The management of the Agency is the responsibility of the Chief Executive, John Locke. He is supported by 8 Directors.

5.56 PACE is a largely professional organisation with a wide range of staff disciplines including qualified surveyors, engineers and accountants together with IT specialists, managers and support staff. The majority of staff work in a network of 6 operational divisions spread across the country. The remainder are located in Trevelyan House, London, and provide central advice or corporate support. Each division is headed by a Director with responsibility for a discrete geographical or functional

area. Operational divisions are located in London, Edinburgh, Manchester, Leeds, Birmingham and Bristol.

Performance

5.57 Table 5m overleaf shows the Agency's Key Targets and Outturns for 1997/98, and the Key Targets set for 1998/99.

5.58 PACE fully achieved three and partially achieved two of the Key Targets announced in the House by the Chancellor of the Duchy of Lancaster on 23 July 1997.

5.59 PACE also achieved the two other main business plan targets relating to the recovery of Opportunity Cost Rents (OCRs) due and recovery of 100% costs of the Whitehall District Heating and Electrical Supply Systems on an accruals basis.

5.60 One of PACE's key targets relates to customer satisfaction, and this target will be measured by a further customer satisfaction survey in 1999. In addition, all members of staff will have received customer care training during 1998 in order to continue to improve on the delivery of services PACE provides and to ensure that PACE staff develop an understanding of customers' needs.

Human Resources, Equal Opportunities, Recruitment

5.61 The Agency achieved its target of 205 permanent and residual staff by 1 April 1998 and is firmly on track to reach the forecast of 194 by 1 April 1999 and 188 by 1 April 2000. Currently there are 192 staff in post; 79 of these are female, including 14 above the Grade of EO, 2 of whom are Grade 7s. There are 2 disabled staff and 16 from ethnic minorities, 7 of whom are graded at EO and above.

5.62 Appropriate systems are in place to ensure that recruitment competitions are fair and open. There have been no public appointments.

Environmental Policy

5.63 Work is in hand to establish a programme for continuous improvement in the area of environmental performance in accordance with the Parliamentary Environmental Audit Committee's recommendations. PACE ensures that in the context of its best practice advice, environmental issues are always given due prominence. Various publications from the Agency's Central Advice Unit also provide a conduit for environmental guidance from other sources to be circulated to an appropriately targeted audience best placed to fully exploit this information.

Information Technology; The Millennium Threat

5.64 The Agency is on target to complete its programme for Y2K compliance by the turn of the Millennium.

Future Direction

5.65 In the constant drive for further efficiency savings the Agency intends to review the appropriateness of the existing locations, numbers and work allocations both in the regions and in headquarters. During the course of 1998/99 the PACE Management Board developed proposals for restructuring of the organisation to meet the changing needs of the Agency and its customers. To accommodate the decision to adopt a functional approach to service delivery the Board is tasked with reviewing the existing structure and the way services are resourced and delivered.

Non-Departmental Public Bodies

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

1. Advisory Committee on Business Appointments

Civil Service Corporate Management Command

2. Better Regulation Task Force

Better Regulation Unit

3. British Government Advisory Committee on Sustainable Development

Economic and Domestic Secretariat

4. Civil Service Appeal Board

Civil Service Corporate Management Command

5. Committee on Standards in Public Life

Central Secretariat

6. Senior Salaries Review Body

Civil Service Corporate Management Command

7. Security Commission

Joint Intelligence Organisation and Security Division

8. Security Vetting Appeals Panel

Joint Intelligence Organisation and Security Division

9. Women's National Commission

Women's Unit

6.Cabinet Office: Resources, Expenditure and Cash Plans

Expenditure and Cash Plans

6.1 The expenditure outturn and cash plans for each of the Department's five votes are set out in Tables 6a to 6e.

Table 6a : Expenditure and Cash Plans Cabinet Office

Table 6b : Expenditure and Cash Plans Security and Intelligence Services

Table 6c : Expenditure and Cash Plans Civil Superannuation

Table 6d : Expenditure and Cash Plans Central Office of Information

Table 6e : Expenditure and Cash Plans Privy Council Office

Running Costs

6.2 The Civil Service College, the Government Car and Despatch Agency, and Security Facilities Division currently work under net running cost regimes. The remainder of the Department operates under gross running cost control. Actual and planned running costs (excluding the Security and Intelligence services) are shown in tables 6f- 6g .

Table 6f Running Costs Cabinet Office

Table 6g : Running Costs Security and Intelligence Services

Table 6h : Running Costs Privy Council Office

Manpower

6.3 The Department's manpower plans are shown in table 6i.

Table 6i : Manpower Cabinet Office, Security and Intelligence Services, Civil Superannuation¹, Central Office of Information, and Privy Council

7.Civil Superannuation

1999- 00

Cabinet Office: Class XVII, Vote 3

7.1 Expenditure on Civil Superannuation covers the payment of pensions and other superannuation benefits and injury compensation to former civil servants and certain other public servants, or to their dependants. It also covers the payment of annual compensation arising from early retirements that are funded by lump sum payments made by departments and agencies in a previous financial year. The Vote also provides for the residual costs of the central funding scheme for early departures announced in the White Paper: The Civil Service Continuity and Change (CM 2627). The provision covers up to 80% of the cost of such departures. Benefits are paid in accordance with the rules of the Principal Civil Service Pension Scheme (PCSPS), the Civil Service Compensation Scheme (CSCS), and other statutory schemes made under the Superannuation Act 1972. Table 7A details this expenditure.

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

Charging for Civil Service

Pension Costs

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

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

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

7.6 The following rates of charge, expressed as a percentage of pensionable pay, will apply from 1 April 1999:

Band 1 £14,500 and under 12.0%

Band 2 £14,501 to £30,000 13.5%

Band 3 £30,001 to £52,000 16.5%

Band 4 £52,001 and over 18.5%

Prison Officers with reserved
rights to pre-1987 pension terms 20.5%

Scheme membership

7.7 The PCSPS is a large scheme with some 486,000 active members; 529,000 pensioners and dependants in receipt of pensions; 237,000 members with benefits preserved for payment at pension age; and 26,000 members in receipt of on-going benefits following early departure.

Central management costs

7.8 An element of the accruing superannuation liability charge, paid by departments, agencies and other bodies that are admitted to the PCSPS, is appropriated in aid of the Cabinet Office Vote (Class XVII, Vote 1 1999- 00) to offset central management costs. These include the costs associated with the management and development of Civil Service pension arrangements; the procurement of pension payroll and other services; maintenance and development of pensions software used by scheme administrators; and the publication of explanatory scheme material. Departments, agencies and other bodies are responsible for the day to day administration of the scheme and meet the associated costs from their running cost provision.

Advance funding of early retirement costs

7.9 Departments and agencies are able to use emerging underspends on running costs in the current year to reduce or extinguish existing liabilities in respect of a future stream of annual compensation payments arising from the early retirement or redundancy of their employees. Departments and agencies who take up this facility make a payment to the Civil Superannuation Vote which in turn is surrendered as CFERs. For 1998- 99, provision of £83 million was made to cover liabilities for that year assumed by the Civil Superannuation Vote. Provision for 1999-00 is £68.5 million.

Central funding of early departure costs

7.10 The White Paper: The Civil Service, Continuity and Change (CM 2627) announced arrangements for the central funding of early retirement, redundancy and severance costs that resulted from reductions in the size of the Civil Service. For departures between 1 October 1994 and 30 March 1997, the Civil Superannuation Vote meets up to 80% of early departure costs, with departments and agencies funding the remainder from running cost provision. Central funding costs are part of central government's own expenditure.

7.11 Central funding is not available for new departures from 31 March 1997; with departments having resumed full responsibility for early departure costs. Central funding support in 1998- 99 is therefore limited to the on-going costs of prior year departures. Forecast outturn is £87m. It is expected that provision of £81 million will be required for on-going costs in 1999- 00.

1998-99 outturn and 1999-00 provision

7.12 The net total of expenditure for 1997- 98 was £53.7m (3.7%) below provision. The underspend was mainly the result of reduced central funding support for early departures. This followed the introduction of measures to limit on-going costs and bring better value for money to early departure decisions by employing departments. Outturn for 1998- 99 is expected to be 1.7% below provision.

7.13 The net provision for 1999- 00 shows an increase of 10.3% over the forecast outturn for 1998- 99. This increase mainly reflects expected increases in bulk transfer payments and the number of pensioners. It also takes into account an increase of 3.2% payable from 1 April 1999 under the pensions increase arrangements. It is estimated that at 30 September 1999 pensions averaging about £5,083 a year (£98 a week) will be in payment to some 403,000 retired officers and that some 127,000 dependants will be receiving pensions averaging about £2,192 a year (£42 a week). At 30 September 1998 some 402,000 retired officers received pensions averaging £4,912 a year (£94 a week) and some 127,000 dependants received pensions averaging £2,109 a year (£41 a week).

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

Table 7b : Breakdown of Appropriation in aid

8. Central Office of Information



Introduction

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

8.2 Since 1984 the cost of COI services has been recovered from client departments, who are under no obligation to route their publicity business through COI. The exceptions are services, mainly advisory, for the Government centrally, which are provided without charge. In 1999- 2000 the cost of these is expected to be some £0.7 million and this expenditure will fall on Class XVII, Vote 4. The estimate for 1999- 2000 is lower than that for 1998- 99, reflecting the transfer of Royal Household grant in aid (£471,000) to the Department for Culture, Media and Sport. The information about COI's activities and performance is available in the Annual Report and Accounts 1997- 98 (see Bibliography).

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

Aims and objectives

8.4 COI's strategy is to be the preferred supplier to departments and agencies of advice on effective communication strategies, cost-effective procurement, and project management. Its main aims are to ensure that the service it provides to clients is cost-effective and of appropriate quality, and to achieve progressive improvements in the standard of service provided. COI became an executive agency in April 1990 and has been a trading fund since 1 April 1991. In respect of the non-trading fund activities, its objective is to meet the needs of government centrally for advice on publicity matters.

Targets

8.5 When it became an agency, COI was set stringent financial and service targets. The following were the targets set for 1993- 94 to 1998- 99.

Financial

8.6 To break even in current cost terms after recovering all costs, including interest on borrowings. Exceptionally, for the financial year 1996- 97, this target was set at break-even before taking into account the costs of implementing the COI review. In 1997- 98 this target was amended in order to recover the costs of implementing the efficiency improvements arising from the COI review. The target for each of the three years 1997- 98 to 1999- 00 is to achieve a surplus of £1 million in modified historical cost terms after recovering all costs, including interest on borrowings.

Efficiency

8.7 To achieve a 1 per cent reduction in unit cost of output in real terms, while maintaining suitable levels of quality. This target was increased to 2 per cent for 1994- 95 and 3 per cent for 1995- 96 and 1996- 97. In recognition of the increasing difficulty of achieving savings on top of the cumulative gains already made the target was set at 2 per cent from 1997- 98. This target, on top of savings already achieved to date, is significantly more challenging than the 3 per cent set for 1996- 97.

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

Service

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

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

8.10 Actual performance against these targets, with comparative figures for previous years, is set out in Table 8a. This shows that COI has consistently met its financial target within a surplus of 1 per cent or less of sales and has exceeded its unit cost reduction and client satisfaction index targets for every year since they were introduced. In 1997- 98 COI had a surplus of £1,108,000 (target £1million) on income of £111 million.

Table 8a : COI achievement of Key Targets

Service First the New Charter Programme

8.11 COI continues to further the principles of the Charter by seeking to identify innovative means of communicating government messages to citizens of all kinds. For example, communicating with ethnic groups in Britain is problematic because of the diverse nature of the communities and the lack of any comprehensive research programme aimed at identifying their composition and their public information needs. To help address this problem COI has set up an Ethnic Communities Information Forum, which aims to bring together all those in the public sector involved in communicating with ethnic groups.

8.12 COI continues to help departments improve their delivery of public services and information. As part of this role they were heavily involved in the development of the People's Panel, drafting the specification and assisting in the selection of a private sector supplier. COI also contributes by seeking to facilitate and present at seminars for government information staff aimed at improving effectiveness in communicating with the public. Topics have included evaluation of the effectiveness of public relations and guidance on making information more accessible to the large minority of the population who have sight and hearing impairment or literacy problems. COI has also set up the GICS forum which encourages government departments to exchange information and best practice on the effective use of the Internet for government communication.

Departmental Running Costs and Manpower

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

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

Table 8b : COI Running Cost

Table 8c : Manpower

Non-Departmental Public Bodies/ Public Appointments.

8.15 COI sponsors the Advisory Committee on Advertising (ACA) which advises ministers on the nomination of suitable advertising agencies for publicity work, on cost-effective working methods and on media buying arrangements. The Committee is an advisory body and has no executive role. Derek Dear, General Manager Marketing Services, British Airways,

was appointed as Chairman in March 1998. Appointments to the Committee due this financial year will be made in compliance with *The Commissioner for Public Appointments' Guidance on Appointments to Public Bodies*.

The Environment

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

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

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

8.18 COI's "Green Minister" is Peter Kilfoyle, Parliamentary Secretary, who is responsible for seeing that environmental concerns are taken into account where applicable in the policies and work of the Department. COI's official "green contact" is Keith Williamson, PEFO, telephone 0171 261 8217.

Wider Market Activity

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

8.20 A significant area of involvement is Sponsorship, where COI has built a database of private sector companies who see benefit in being associated with government information campaigns. Since commercial companies do not automatically know how to engage government in this area, and are unaware of propriety issues, COI has been able to help in developing mutually rewarding partnerships with other government departments. COI has generated sponsorship worth £6 million for its clients in the past five years, working on over 100 projects with over 200 sponsors (utilities, major retailers, clothing manufacturers, banks, insurance companies, consumer durable manufacturers and fast moving consumer goods manufacturers).

8.21 COI Film and Video Library is managed by a private company which has been contracted to sell and licence existing COI footage and complete programmes, generating £130,000 additional revenue in 1997- 98. CFL Vision markets and distributes film and video material for private sector clients as well as government. By assisting the distribution of private sector material which supports government initiatives this operation is able to reduce the distribution costs of public service material as well as optimising the Government's own investment in this type of information work. Income from the private sector was £129,000 in 1997- 98, approximately a quarter of CFL Vision's total income.

8.22 As from May 1998 COI has arranged for its extensive picture library of over 100,000 photographic images to be managed by a commercial company. This initiative will save COI the annual maintenance expense of £12,000 of in-house resource whilst opening up opportunities for generating income in future years. There are plans to develop this service by increasing the range of images even further, and possibly using the Internet to improve our client selection and ordering systems.

8.23 Following the government initiative to transfer responsibility for accommodation to the major occupier, COI has maximised the use of two leased properties by achieving full occupation. The warehouse facility located in Park Royal, London, became surplus to business requirement and was sub-let in July 1998 for the remainder of the lease. The headquarters building in Hercules Road, London, is occupied by COI only from the ground to fourth floor, leaving four floors surplus to requirement. All this space is now occupied by paying tenants generating income in 1998- 99 of approximately £1 million.

Information Technology

Electronic Government

8.24 COI's capability for dealing with the public electronically is well advanced. The particular areas of contact are:

- Press Releases: All press releases are capable of being handled electronically at present, and 78% of them are carried out in this way.
- government expenditure plans|The Report of the Cabinet Office.
- General enquiries: All enquiries are capable of being handled electronically at present, although only 16% of enquirers choose to do so.
- Purchases and sales: 50% of transactions are capable of being dealt with by e-mail; the use of fax transmission raises this to 94%.
- Job applications: All job applications are capable of being submitted electronically.

Government Secure Intranet

8.25 COI is currently working on obtaining permission to connect its computer network to the Government Secure Intranet. This involves reviewing current IT security policies and ensuring that they are in accordance with the GSI security policy. Because of the nature of COI and its need to maintain electronic links with the news media, special measures are having to be taken to ensure the security of the GSI.

The Millennium Threat

8.26 A COI wide programme, designed to address the impact of the Year 2000 on its business, has been carried out . Given the complexity of the problem it is not possible for any organisation to guarantee that no Year 2000 problems will remain because at least some level of failure may still occur. However, COI believes that it has achieved an acceptable state of readiness and has provided resources to deal promptly with subsequent failures or issues that may arise.

Payment Performance

8.27 COI aims to comply with the Better Payment Practice Code. The Department's policy is to pay bills in accordance with contractual conditions or within 30 days of receipt of goods and services or the presentation of a valid invoice, whichever is the later, where no such conditions exist. During 1997- 98 97.4 per cent of supplier bills were paid within 30 days and the average time taken to pay a bill was 15.5 days.

Publicity and Advertising

8.28 COI undertakes little publicity on its own behalf. Demand for the services provided by COI to its clients in 1997- 98 was lower in relation to the previous year due chiefly to the discontinuance of services and reductions in advertising and direct marketing and promotions. However, business levels in 1998- 99 are expected to rise to a level more consistent with previous years. COI is expected to continue to improve the value for money obtained for its clients whatever the level of demand.

Human resources

Training and development

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

Equal opportunities

8.30 COI's Chief Executive, appointed in January 1999, is a woman. The three other staff at Senior Civil Service level are men. Of the six Grade 6 staff, three are women, all of whom are Directors and one of whom is a member of the Management Board. In 1997- 98 29% of Grade 7 level staff were women. In 1996- 97 27% of Grade 7s were women compared to a Civil Service average of 20%.

Women as percentage of senior posts

8.31 No ethnic minority staff are in the 38 posts at Grade 7 and above (Civil Service average 1.6%) nor disabled staff (Civil Service average 2.0%). At SEO level 2.8% are from ethnic minorities, compared with 2.5% last year in COI and 2.8% for the Civil Service as a whole.

Table 8d : Women in Senior Posts

Recruitment practice

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

Senior Civil Service salaries

8.33 Members of the Senior Civil Service were paid in the following bands as at 1 December 1998:

Table 8e : Senior Civil Service Salaries

9. Bibliography

BETTER REGULATION UNIT PUBLICATIONS

Deregulation and Contracting Out Act
1994: An Explanatory Guide
Published 1995. Telephone : 0171 270 6121.

Controlling Government Forms:
A Checklist for Gatekeepers
Published 1996. Telephone 0171 270 1958.

Direct Access Government: Access to Regulatory Leaflets and Forms for
Businesses on the Internet.
Published 1997. Telephone 0171 270 1958.

Enforcement Concordat
Published 1998. Telephone : 0171 270 6928.

Local Business Partnerships Newsletter No 1
Published 1998.

Local Business Partnerships Newsletter No 2
Published 1998.

Local Business Partnerships Newsletter No 3 Published 1999.
Telephone : 0171 270 5837.

The Better Regulation Guide and
Regulatory Impact Assessment
Published 1998. Telephone : 0171 270 6928.

BETTER REGULATION TASK FORCE PUBLICATIONS 1998/99

Better Regulation Task Force Principles
of Good Regulation
Published 1998.

Better Regulation Task Force Review on Long-Term Care
Published 1998.

Better Regulation Task Force
Review on Consumer Affairs
Published 1998.

Better Regulation Task Force Review on Early Education and Day Care
Published 1998.

Better Regulation Task Force Review on Access to Government Funding for the Voluntary Sector
Published 1998.

Better Regulation Task Force Review on Licensing Legislation
Published 1998.

Better Regulation Task Force Annual Report

Published 1998.

All the above publications are available free from the Better Regulation Unit, Room 69/3, Horse Guards Road, London SW1P 3AL, or Telephone : 0171 270 6601.

The majority are also available on the Better Regulation Unit's website at:

www.cabinet-office.gov.uk/bru/index.htm

THE BUYING AGENCY

The Agency's annual reports and accounts are available from The Stationery Office, bookshops and accredited agents. Other published information may be obtained from Marketing Services, The Buying Agency, Royal Liver Building, Pier Head, Liverpool, L3 1PE.

Telephone : 0151 224 2315.

CENTRAL COMPUTER AND TELECOMMUNICATIONS AGENCY

CCTA Annual Reports and Accounts 1998- 99

CCTA Publications Catalogue

CCTA Framework Document

All documents are available from the CCTA library, Rosebery Court, St Andrews Business Park, Norwich, NR7 0HS.

CENTRAL SECRETARIAT

Guidance on Guidance

Published February 1996. Price £3.00.

Guide to Legislative Procedures

Published November 1996. Price £5.00.

Departmental Evidence and Response to Select Committees

Revised December 1996. Price £3.00.

List of Ministerial Responsibilities

Published February 1999. Price £5.00.

Ministerial Code

Published July 1997. Price £3.00.

Model Contract (Guidance on Special Advisers)

Published May 1996.

Civil Service Code

Published January 1996.

*The above publications are available from Central Secretariat, Room 132E/1, Horse Guards Road, London SW1P 3AL.
Telephone : 0171 270 1865.*

Non-Departmental Public Bodies:

A Guide for Departments

Published 1992. Price £5.00.

A Code of Practice for Board

Members of Public Bodies

Revised December 1996.

Model Code of Practice for Board

Members of Advisory Non-Departmental Public Bodies

Published October 1998.

Model Code for Staff of Executive

Non-Departmental Public Bodies

Published August 1996.

Opening Up Quangos:

A Consultation Paper

Published November 1997.

Quangos: Opening the Doors

Published June 1998.

The Ombudsman in your Files

Published December 1997

*The above publications are available from Central Secretariat, Room 65D/1,
Horse Guards Road, London SW1P 3AL.*

Telephone : 0171 270 1873.

Quangos: Opening Up Public Appointments

Published June 1998

Supplementary Guidance on Public Appointment Procedures

Published May 1996.

*The above publications are available from Central Secretariat, Room 69B/1,
Horse Guards Road, London SW1P 3AL.*

Telephone : 0171 270 6210.

Public Bodies 1998

Published by TSO December 1998.

ISBN 0-11-430154-9. Price £24.95

COMMITTEE ON STANDARDS IN PUBLIC LIFE

Standards in Public Life: The Funding of Political Parties in the United Kingdom

Volume 1: Report

Published by TSO (Cm 4057-I). Price £19.70. Also available on the Internet at www.open.gov.uk/cspl/

Volume 2: Evidence

Published by The Stationery Office

(Cm 4057-II). Price £68. Includes CD-ROM containing Volumes 1 and 2 and other material.

CIVIL SERVICE COLLEGE

Copies of the College's report and accounts may be obtained from: *The Stationery Office, PO Box 276, London, SW8 5DT.*

Telephone : 0171 873 9090. Fax: 0171 873 8200.

CIVIL SERVICE EMPLOYER GROUP

Development and Equal Opportunities

A Reason for Learning: a report on research into lifelong learning in the Civil Service.

Jointly funded by the Cabinet Office and The Learning through Life Foundation and conducted by Harris Research. Published December 1998.

Development and Training White Paper 1998 Progress report
Published November 1998.

Cost and Benefits of Investors in People in the Civil Service
Published March 1999.

Single Programme for Action to achieve Equality of Opportunity in the Civil Service
Published January 1999.

Equal Opportunities in the Civil Service Data Summary 1998
Published December 1998.

Monitoring Guidance
Published February 1999.

Unfair Discrimination in Employment in the Civil Service on the Basis of Age
Published July 1998.

Appraising a Diverse Workforce
Published January 1999.

Personnel Management and Conditions of Service

Civil Service Statistics
*Published by The Stationery Office,
December 1998.*

Civil Service Management Code
*Published by The Stationery Office.
Also in electronic form. Price £50.*

The Analysis of Sickness Absence in
the Civil Service 1997
Published by BMI Healthcare Services, November 1998.

Civil Service Appeal Board

Civil Service Appeal Board
Annual Report 1997- 98
*Published by The Stationery Office,
September 1998.*

CENTRAL OFFICE OF INFORMATION

Central Office of Information Annual Report and Accounts 1997- 98
Published by The Stationery Office, 21 July 1998. ISBN 0-10-552226-0, House of Commons paper 978. Price £6.95.

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

Framework Document COI, March 1998
COI's framework document sets out the formal framework and terms under which COI operates.

COI publications are available from Viv Rowlands, Central Office of Information, Hercules Road, London SE1 7DU

CONSTITUTION SECRETARIAT

Modernising Parliament Reforming
the House of Lords.

Published 1998.

EFFICIENCY AND EFFECTIVENESS GROUP

Assessing Excellence: A Guide to Using
Self-Assessment against the Business Excellence Model and Charter Mark to Achieve Performance Improvement in
the Public Sector.

Published by Cabinet Office, March 1999. Available from Efficiency and Effectiveness Group. Telephone : 0171 270 6042.

Executive Non-Departmental Public Bodies 1998 Report.

Published by The Stationery Office, December 1998. ISBN 0-10-141572-9. Price £21.80.

The Next Steps Report 1998.

To be published by the Stationery Office, February 1999.

Better Quality Services: A Handbook on creating Public/Private Partnerships through Marketing Testing and Contracting Out

Published by The Stationery Office, July 1998. ISBN 0-11-630964-4. Price £19.90.

Better Quality Services: Guidance for Senior Managers

Published by The Stationery Office, July 1998. ISBN 0-11-130152-2. Price £5.

Efficiency in Civil Government Procurement

Published by The Stationery Office, July 1998. ISBN 0947819 592. Price £10.

Working Well Together

Published by Cabinet Office July 1998. Available from Efficiency and Effectiveness Group. Telephone : 0171 270 0633.

Next Steps Agencies: Guidance on
annual reports

*Published October 1998. Available from the Efficiency and Effectiveness Group. Telephone : 0171 270 6454) and the Cabinet
Office web site.*

GOVERNMENT CAR AND DESPATCH AGENCY

GCDA Framework Document 1997

GCDA Annual Report and Accounts 1997/98

*These documents are available from: The Chief Executive, Government Car and Despatch Agency, 46 Ponton Road, London,
SW8 5AX.*

Telephone : 0171 217 3838 (GTN : 217 3838). Fax : 0171 217 3840 (GTN : 217 3840)

The GCDA Annual Report and Accounts 1997/98 is also available from Stationery Office Bookshops.

HER MAJESTY'S STATIONERY OFFICE (HMSO)

White Paper on Government policy on the future management of Crown copyright

Published 1998.

OFFICE OF THE ADVISORY COMMITTEE ON BUSINESS APPOINTMENTS

Rules on the acceptance of outside appointments by Crown servants

Published April 1996.

Guidelines on the acceptance of appointments or employment outside government by former Ministers of the Crown
Published November 1998.

The Advisory Committee on Business Appointments First Report 1996- 1998
Published July 1998.

*Available from the Office of the Advisory Committee on Business Appointments.
Horse Guards Road, London SW1P 3AL, Telephone : 0171 270 5714.*

OFFICE OF THE CIVIL SERVICE COMMISSIONERS

Civil Service Commissioners' Annual Report
Published annually. Published 1997-98 Report: ISBN 0-7115-0360-5.

Civil Service Commissioners'
Recruitment Code
3rd Edition published April 1998.

Civil Service Commissioners' Recruitment Code: Part I The Principles of Fair and Open Competition and Selection on Merit
3rd Edition published April 1998.

Guidance on Civil Service Commissioners' Recruitment to Senior Posts
(2nd Edition published July 1996. ISBN 0-7115-0333-8.

Leaflet on Appeals to the Civil Service Commissioners under the Civil Service Code
Published December 1995.

Available from the Office of the Civil Service Commissioners, Horse Guards Road, London SW1P 3AL. Telephone : 0171 270 5081

OFFICE OF THE COMMISSIONER FOR PUBLIC APPOINTMENTS

OCPA Information Leaflet (English Version)
Published April 1996.

Welsh Language Translation of
Information Leaflet
Published February 1997.

The Commissioner for Public Appointments Code of Practice for
Public Appointments Procedures
Published April 1996.

Welsh Language Translation of Commissioner's Code of Practice for
Public Appointments Procedures
Published February 1997.

The Commissioner for Public Appointments Guidance on Appointments to Executive Non-Departmental Public Bodies and NHS Bodies
1st Edition published April 1996.

Commissioner for Public Appointments First Report (1995/96)
Published October 1996. ISBN 0 7115 0336 2.

Commissioner for Public Appointments Second Report (1996/97)
Published July 1997. ISBN 0 7115 0351 6.

OCPA Nominating Bodies Leaflet

Published April 1998.

The Commissioner for Public Appointments Guidance on Appointments to Public Bodies
2nd Edition published July 1998.

Commissioner for Public Appointments Third Report (1997/98)
Published July 1998. ISBN O 7115 0362 1.

OCPA Independent Assessors Leaflet
Published November 1998.

OCPA Complaints Leaflet
Published 1998.

PACE

PACE's second Annual Report and Accounts can be obtained from: The Stationery Office Ltd, PO BOX 276, London SW8 5DT.

Telephone : 0171 873 9090. Fax : 0171 873 8200.

SERVICE FIRST UNIT PUBLICATIONS

Service First: the new charter programme
Published June 1998.

How to draw up a national charter
Published June 1998.

How to draw up a local charter
Published June 1998.

How to conduct written consultation exercises: an introduction for central government
Published June 1998.

How to deal with complaints
Published June 1998.

How to consult your users
Published November 1998.

How to apply for a Charter Mark
Published October 1998.

How to improve local authority regulatory services: a guide to Charter Mark for enforcement functions
Published December 1998.

A guide to quality schemes in the public sector
Published January 1999.

Service First News
Published quarterly.

*Copies of the above guides can be obtained from the Service First Publications Line:
0345 22 32 42 or the Service First website: www.servicefirst.gov.uk.*

Annex

Public Appointments made by the Prime Minister January 1998 – December 1998

Appointee	Post held and body	Length of term	Remuneration (nil unless stated)
Mr M R Airs	Member, Royal Commission on the Historical Monuments of England	Appointed for 4 years	
Mr Colin Amery	Trustee, Museum of London	Re-appointed for 1 year	
Dr Eric Anderson	Chairman, National Heritage Memorial Fund	Appointed for 3 years	Yes
Roy Bailie Esq	Member of Court, Bank of England	Appointed for 2 years	
Prof Chris Baines	Trustee, National Heritage Memorial Fund	Appointed for 3 years	
Mr Nicholas Barber	Trustee, British Museum	Re-appointed for 5 years	
Ms Victoria Barnsley	Trustee, Tate Gallery	Appointed for 5 years	
Prof Sushantha Bhattacharya	Member, Council for Science and Technology	Re-appointed for 2 years	
Lady Bingham	Trustee, National Gallery	Appointed for 3 years	
Christopher Bland Esq	Chairman, BBC	Re-appointed for 2 years	
Mr Robert Boas	Trustee, National Heritage Memorial Fund	Appointed for 3 years	
Prof Alice Brown	Committee on Standards in Public Life	Appointed for 3 years	
Prof Alec Broers	Member, Council for Science and Technology	Appointed for 2 years	
Mr Nicholas Butler OBE	Commissioner, Royal Fine Art Commission	Appointed for 4 years	
Nicholas Butler Esq OBE	Trustee, Royal Fine Art Commission	Appointed for 4 years	
Sir Richard Carew Pole	Trustee, Tate Gallery	Re-appointed for 5 years	
Lord Gladwin of Cee	Member, Armed Forces Pay Review Body	Appointed for 3 years	

Viscountess Cobham	Commissioner, Museum and Galleries Commission	Appointed for 5 years
Viscountess Cobham	Trustee, Victoria & Albert Museum	Re-appointed for 3 years
Sir David Cooksey	Court of Directors, Bank of England	Re-appointed for 4 years
Howard Davies Esq	Member of Court, Bank of England	Appointed for 4 years
Prof Wendy Davies	Trustee, Museum of London	Re-appointed for 3 years
Sir Geoffrey De Bellaigue	Trustee, Wallace Collection	Appointed for 3 years
Admiral Sir Kenneth Eaton	Member, Advisory Committee on Business Appointments	Appointed for 3 years
HRH Duke of Edinburgh	Trustee, National Maritime Museum	Re-appointed for 2 years
Prof Christopher Evans OBE	Member, Council for Science and Technology	Appointed for 2 years
Mr Lindsay Evans	Trustee, National Heritage Memorial Fund	Re-appointed for 1 year
Mr Richard Foster	Commissioner, Museum and Galleries Commission	Re-appointed for 5 years
Donald Hamilton Fraser	Trustee, Royal Fine Art Commission	Appointed for 4 years
Prof M H Fulford	Member, Royal Commission on the Historical Monuments of England	Appointed for 4 years
Eddie George Esq	Governor, Bank of England	Re-appointed for 5 years
Prof David Greenaway	Member, Armed Forces Pay Review Body	Appointed for 3 years
Prof Susan Greenfield	Trustee, Science Museum	Appointed for 5 years
Ralph Griffiths Esq	Chairman, Royal Commission on Ancient & Historical Monuments in Wales	Appointed for 5 years
Sir Ernest Hall OBE	Trustee, National Heritage Memorial Fund	Appointed for 3 years
Mr Rupert Hambro	Trustee, Museum of London	Appointed for 3 years
Mr Donald Hamilton Fraser	Commissioner, Royal Fine Art Commission	Appointed for 3 years
Ms Gay Haskins	Member, Armed Forces Pay Review Body	Appointed for 3 years
Graham Hawker Esq	Member of Court, Bank of England	Appointed for 2 years
Sir Terence Heiser	Trustee, Victoria & Albert Museum	Re-appointed for 5

		years
Prof Julia Higgins CBE	Member, Council for Science and Technology	Appointed for 2 years
Lady Hopkins	Trustee, National Gallery	Appointed for 5 years
Prof Brian Hoskins CBE	Member, Royal Commission on Environmental Pollution	Re-appointed for 1 year
Prof Mervyn King	Deputy Governor, Bank of England	Appointed for 5 years
Sir Aaron Klug	Member, Council for Science and Technology	Re-appointed for 2 years
Prof Jennifer Latto	Trustee, Tate Gallery	Appointed for 5 years
Professor Margaret Mackeith	Commissioner, Royal Fine Art Commission	Appointed for 5 years
Prof Margaret Mackeith	Trustee, Royal Fine Art Commission	Appointed for 4 years
Dr Robert Margetts CBE	Member, Council for Science and Technology	Appointed for 2 years
Dr Barbara Marsh	Commissioner, Rural Development Commission	Re-appointed for 1 year
Dame Sheila Masters	Court of Directors, Bank of England	Re-appointed for 4 years
Prof Colin Matthew	Member, Royal Commission on Historical Manuscripts	Appointed for 5 years
Prof Colin Matthew	Trustee, National Portrait Gallery	Appointed for 5 years
Miss Judith Mayhew	Trustee, National History Museum	Appointed for 3 years
Ms Sheila McKechnie	Member of Court, Bank of England	Appointed for 2 years
Mr D M Middleton CBE	Chairman, Rural Development Commission	Re-appointed for 1 year
Mr Raymond Miles	Trustee, National Maritime Museum	Appointed for 4 years
Lady Monck	Trustee, National Gallery	Re-appointed for 18 months
Lord Morris of Castle Morris	Trustee, National Portrait Gallery	Re-appointed for 5 years
William Morris Esq	Member of Court, Bank of England	Appointed for 2 years
Dr Nathan Myhrvold	Trustee, Science Museum	Appointed for 5 years
Sir Bryan Nicholson	Member, Advisory Committee on Business Appointments	Appointed for 3 years
Sir Robin Nicholson	Member, Council for Science and Technology	Re-appointed for 2 years
Mrs A Nicol	Member, Royal Commission on	Re-appointed for 1 year

	Ancient & Historical Monuments in Wales	
Dame Bridget Ogilvie OBE	Member, Council for Science and Technology	Re-appointed for 2 years
Prof Keith O'nions	Member, Council for Science and Technology	Appointed for 2 years
Dr Susan Owens OBE	Member, Royal Commission on Environmental Pollution	Appointed for 3 years
Sir Ronald Oxburgh	Trustee, Natural History Museum	Re-appointed for 4 years
Dr Marilyn Palmer	Member, Royal Commission on the Historical Monuments of England	Appointed for 4 years
Ms Susan Palmer	Trustee, National Heritage Memorial Fund	Appointed for 3 years
Mr Tom Phillips	Trustee, National Portrait Gallery	Appointed for 5 years
Ian Plenderleith	Court of Directors, Bank of England	Re-appointed for 4 years
Mr David Potter CBE	Member, Council for Science and Technology	Appointed for 2 years
Dr Alice Prochaska	Member, Royal Commission on Historical Manuscripts	Appointed for 5 years
Prof Michael Richards	Trustee, Science Museum	Appointed for 5 years
Sir Mark Richmond	Trustee, National Gallery	Re-appointed for 27 months
Mrs Paula Ridley	Trustee, Tate Gallery	Re-appointed for 3 months
Mrs Paula Ridley	Chairman, Victoria & Albert Museum	Appointed for 5 years
John Roberts Esq	Member, Royal Commission on Environmental Pollution	Re-appointed for 1 year
Miss Emma Rothschild	Member, Council for Science and Technology	Appointed for 2 years
Rt Rev Anthony Russell	Commissioner, Rural Development Commission	Re-appointed for 6 months
Mrs Coral Samuel	Trustee, National Maritime Museum	Re-appointed for 3 years
Prof Patrick Sims-Williams	Member, Royal Commission on Ancient & Historical Monuments in Wales	Appointed for 5 years
Mr Ajab S Singh	Trustee, Museum of London	Appointed for 3 years
Rangit Sondhi Esq	Governor, BBC	Appointed for 4 years

Sir Colin Southgate	Trustee, National Gallery	Appointed for 5 years
James Stretton Esq	Member of Court, Bank of England	Appointed for 2 years
Mr John Studzinski	Trustee, National Gallery	Appointed for 5 years
Sir Stewart Sutherland	Member, Council for Science and Technology	Re-appointed for 3 years
Sir Richard Sykes	Member, Council for Science and Technology	Re-appointed for 2 years
Mr Martin Taylor	Member, Council for Science and Technology	Re-appointed for 2 years
Dame Sue Tinson OBE	Trustee, National Heritage Memorial Fund	Re-appointed for 3 years
Lady Vaizey	Trustee, Imperial War Museum	Re-appointed for 5 years
Baroness Young of Old Scone	Vice-Chairman, BBC	Appointed for 4 years
Tony Young Esq	Governor, BBC	Appointed for 4 years

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

Reports of the Office of the Parliamentary Commissioner for Administration and Health Service Commissioners

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

The Parliamentary Commissioner for Administration (PCA) investigates complaints from members of the public, referred to him by Members of the House of Commons, about maladministration in government departments and certain non-departmental public bodies. That includes complaints that they have been refused access to information in contravention of the Code of Practice on Access to Government Information (AOI). The Health Service Commissioners for England, Scotland and Wales (HSC) are responsible for investigating complaints against NHS bodies including, complaints regarding the exercise of clinical judgement and complaints against NHS practitioners providing family health services. The posts are held by the PCA. The Office is completely independent of the Government and is excluded from normal running cost controls. Apart from the Commissioner's salary (a charge on the Consolidated Fund) expenditure of the Office is borne Vote 1 of Class XVIII.

2. Under the terms of the Parliamentary Commissioner Act 1967, as amended, Annual and Selected Cases Reports of the PCA are presented to Parliament and published as House of Commons papers. Annual Reports and reports on investigations completed are presented and published in a similar way by HSC under provisions of the Health Service Commissioners Act 1993, as amended. Some individual cases are separately published if they are of particular significance. PCA's Annual Report for 1997- 98 was published in June 1998 as HC 845; and HSC's Annual Report for 1997- 98 was published in June 1998 as HC 811. The HSC Report for 1998- 99 is expected to be published in 1999 within a broadly similar timeframe. At around the same time the PCA Annual Report for 1998- 99 will also be published. (The 1997- 98 PCA report covered a 15 month period as a result of PCA's decision to move to a financial year reporting basis from the calendar year reporting basis used in the past.) Free information leaflets about the role and powers of the PCA and HSC are made available to a wide range of organisations, as well as to individuals. Minority language versions of these leaflets are also available.

3. The spending plans in this Report reflect major changes in the framework for planning and control of public expenditure announced in the Economic and Fiscal Strategy Report 1998 (CM 3978, June 1998) and in the conclusions of the Comprehensive Spending Review (Modern Public Services for Britain, CM 4011, July 1998).

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

5. The new spending plans clearly distinguish between current and capital spending. Decisions on allocations between current and capital will be based on sound fiscal principles and must be consistent with government's two strict fiscal rules: the golden rule, that over the economic cycle the Government will borrow only to invest and not to fund current spending; and the sustainable investment rule, that net public debt as a proportion of GDP will be held over the economic cycle at a stable and prudent level.

6. As this Office was not formally part of the new planning and control framework it has not published a Public Service Agreement.

2. The Parliamentary Commissioner for Administration

7.The aim of the PCA is to deal with the cases as speedily and effectively as possible. In 1994, (including 28 AOI complaints) 1,360 complaints were received, of which 308 (23%) were accepted for investigation. The average case throughput time for 1994 was 70 weeks (though for AOI cases it was 15 weeks). In 1995 (including 44 AOI complaints) 1,743 complaints were received, of which 366 (21%) were accepted for investigation. The average case throughput time for 1995 was 74 weeks, (though for AOI it was 32 weeks). In 1996 (including 44 AOI complaints) 1,964 complaints were received, of which 256 (13.1%) were accepted for investigation. The average case throughput time for 1996 was 86 weeks, (though for the AOI cases it was 44 weeks). In 1997 (including 29 AOI complaints) 1,551 complaints were received, of which 229 (14.8%) were accepted for investigation. The average case throughput time for 1997 was 98 weeks, (though for AOI it was 54 weeks). In the fiscal year 1997- 98 (including 27 AOI cases) 1,486 complaints were received, of which 216 (14.5%) were accepted for investigation. These figures reflect a substantial increase in workload. The average PCA investigation throughput time for 1997- 98 was 100 weeks, (though for AOI cases it was 46 weeks). The number of completed investigations has steadily increased from 231 in 1994, 254 in 1995, 272 in 1996, 343 in 1997, to 402 in 1997- 98; the figures include AOI cases. Additionally, some 89 cases in 1997 and 110 cases in 1997- 98 were resolved before going to full investigation by informal enquiries, these cases also achieved some form of redress for the complainant.

8.Cases still under investigation at the year end increased from 421 at the end of 1994 to 496 at the end of 1996, but this peak had been reduced to 381 at the end of 1997 and 323 at the end of 1997- 98. Likewise, the number of current cases under investigation that are over 12 months old increased from 151 at the end of 1994, to 328 at the end of 1996, but this also fell to 264 at the end of 1997, and further to 211 at the end of 1997- 98.

These reductions in backlogs, which are continuing, reflect in part the combinations of extra staff, recruited and trained to tackle the backlog of older cases, but also revised and improved working methods and report formats introduced and developed over the last three years. They will soon be reflected in a corresponding marked reduction in average throughput times as the backlog of old cases becomes completely eliminated.

3.The Health Service Commissioners

9.The Health Service Commissioners for England, Scotland and Wales are empowered to investigate failures in service and failures to provide a service, as well as maladministration in the NHS. From April 1996 the Commissioners' jurisdiction has been extended to cover the exercise of clinical judgement and the actions of family health service practitioners, and this has greatly changed the nature of HSC's caseload.

10.The volume of complaints to HSC continues to rise. The total for 1998- 99 is estimated at 3,000 an all-time record and up 10% on 1997- 98, when there was an increase of 20% over 1996- 97. The total is expected to increase over the next three years, although the rate of increase may reduce over that period.

11.Many complaints are susceptible to resolution by means short of a full investigation. For many others, concerning substantive clinical matters, it is necessary to examine the case in detail before a decision can fairly be made whether or not to investigate. Often, as a result, the most appropriate response is a full explanation of the clinical matters to the complainant rather than an investigation. The proportion of cases for which a full investigation (as historically defined) has been appropriate has therefore been low since the change in jurisdiction: 6% in 1996- 97 and 4% in 1997- 98, compared with 11% in 1995- 96 and 13% in 1994- 95. The estimate for 1998- 99 is 5%. It has become clear that the historical categories for recording the outcome of cases do not do justice to the range of approaches appropriate for an increasingly clinical considerative caseload, and the Office is reconsidering its procedures and definitions in the light of that.

12.In 1997- 98, 70% of all correspondence received a substantive reply (or a decision to investigate fully) within 18 days; in 1998- 99, that percentage will have risen to 80%. With regard to full investigations, the first tranche of clinical cases has proved much more complex than most administrative complaints, and has required the involvement of external clinical assessors. The priority for 1998- 99 has been to complete as many of these early cases as possible, and it is estimated that 100 full investigations will be concluded during 1998- 99. That compares with 120 in 1997- 98. The time taken to complete investigations in 1998- 99 will reflect the fact that early clinical cases raised new issues and thus took longer than would be expected in "steady state". It is hoped that future clinical investigations can be completed in an average of 9 months, but that may prove over-optimistic.

Figure 1: PCA and HSC work volumes - Complaints received

Financial provision and staffing

13.The expenditure outturn and cash plans of the Office are set out below.

Table A: Expenditure Outturn and Cash Plans

14.Future funding provides for a levelling of general operating costs. Funding in prior years increased to cope with work brought about by extended jurisdiction for HSC. The number of complaints remains high by historic standards and provision must be maintained to accommodate these high levels notwithstanding reductions in time taken to complete investigations.

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

The Office's average staffing position is set out in Table B.

Table B Manpower

Performance in paying bills

16.The Office is committed to compliance with the British Standard for Achieving Good Payment Performance in Commercial Transactions (BS7890). The payment policy is to pay bills in accordance with agreed contractual conditions or, where no such conditions exist, within 30 days of receipt of goods and services or the presentation of a valid invoice, whichever is the later. During 1998, 90% of invoices were paid in accordance with this policy.

Equal opportunities recruitment

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

18.The gender mix at various levels of the Office at 1 December 1998 is shown below:

Table C Gender Mix

8.5% of employees are from ethnic minorities, of these 44% were in the Executive grades which covers both junior and middle management levels.

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

20.The number of Senior Civil Service staff employed at 1 April 1998 was 18. The salaries of the Commissioner and the Senior Civil Service staff fall in the following bands:

Table D Senior Civil Service

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

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Privy Council Office

Class xvii, Vote 5

1.The Privy Council Office is an autonomous government department whose ministerial head is the President of the Council and whose Permanent Head is the Clerk of the Privy Council. Its primary function is to act as the Secretariat to the Privy Council. Through the President's Private Office it also supports her in her wider ministerial responsibilities which include her role as Leader of the House of Commons, her responsibilities for planning and managing the Government's legislative programme and the oversight of preparations for the year 2000 computer date-change issue. The President also has a role as a cross-government spokesperson, and she chairs the Ministerial Committees on Food Safety and Health Strategy.

Role of the Privy Council

2.Her Majesty acting with the advice of the Privy Council, as well as the Privy Council acting alone, have a wide range of responsibilities, some statutory and some involving the exercise of the Royal Prerogative. Statutory responsibilities include the appointment of High Sheriffs and the making of Orders in Council covering the interests of many government departments. The Privy Council makes appointments to a number of academic, regulatory and other bodies and oversees the activities of statutory bodies in the veterinary, medical and allied professions. Schemes of the Church Commissioners (for example schemes for uniting benefices or establishing team ministries) fall to be approved by Her Majesty acting with the advice of the Privy Council, which, through its Judicial Committee (see below), is also responsible for appeals against such schemes.

3.Prerogative functions include dealing with the 400 or so bodies with Royal Charters, in such matters as amendments to their charters, statutes and by-laws and the use of Chartered titles by members of professional bodies. The Privy Council is also responsible for advising The Queen on the grant of new charters. The Privy Council Office is responsible for the arrangements leading to the making of Royal Proclamations (for example those relating to new coinage and Bank Holidays) and for formalities connected with ministerial changes.

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

5.The Judicial Committee of the Privy Council is the final court of appeal for the Channel Islands and the Isle of Man, the United Kingdom overseas territories and those independent Commonwealth countries which have retained this avenue of appeal. The Committee also hears appeals from the disciplinary and health committees of the statutory councils regulating the medical and allied professions and (with leave) appeals against Pastoral Schemes made by the Church Commissioners.

Table A : Privy Council Office - Orders made and charters granted

	1995-96	1996-97	1997-98
Privy Council Office			
Number of Orders made, including Charters	541	630	628
Number of Charters:			
New	7	6	5
Supplemental	4	10	7

Table B : Privy Council Office - Judicial Committee of the Privy Council

	Appeals registered	Petitions registered
Privy Council Office		
1994	69	66
1995	75	82
1996	80	84
1997	73	82
1998	75	93

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

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

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

The Office itself

7. The Office is small, but it seeks to manage itself as professionally as larger departments. Its size helps to engender a stronger corporate identity, and makes it easier for staff to have a clear idea of its role and their contribution to it. For certain services and functions the Office shares the facilities of the Cabinet Office (including that Department's Press Office).

8. The Senior Civil Service Salaries are shown in Table C. Running cost provision and manpower numbers are shown in Tables 6H and 6I Chapter 6.

Changes since last year's report

9. On 1 September 1998 responsibility for the UK Anti-Drugs Co-ordination Unit passed to the Cabinet Office. The Office of the Lord Privy Seal has also transferred to the Cabinet Office, though the Privy Council Office will continue to carry the associated costs on its budget until 31 March 1999.

10. A new ministerial post, that of Parliamentary Secretary, Privy Council Office, was created in December 1998, requiring the establishment of a new Private Office and the recruitment of the associated staff.

Aims and Objectives

11. The aim of the Privy Council Office is "to act as the secretariat to the Privy Council in its constitutional and statutory role and to support the President of the Council in her Privy Council and other responsibilities as efficiently and effectively as

possible". Its objectives are:

- to ensure the orderly conduct of Privy Council business;
- to support the proper discharge of judicial responsibilities.

To meet these objectives and increase efficiency the Privy Council Office has set the following performance targets.

- Time for issue of Orders in or of Council reduced by 5% over a three year period as a result of new efficiency measures.
- Cost per case of Charters and Bye-Laws held at 1998/99 levels for the next three years by reason of increased use of electronic communications.
- Consumption of stationery to be reduced by 1% for each of the next three years, mainly by reason of increased electronic communication.

Equal opportunities

12.The Privy Council Office operates an equal opportunities policy designed to ensure that everyone has the opportunity for employment and advancement on the basis of their ability, qualifications and suitability. Family friendly policies such as career breaks and flexible working patterns are available to all staff as far as the Office's needs permit.

Investors in People

13.The Privy Council Office embraces the principles of Investors in People and is working towards accreditation as soon as possible, and by the year 2000 at the latest.

Recruitment

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

Payment Performance

15.The Privy Council Office supports the principles of the CBI prompt payment code, and complies with the British Standard for Achieving Good Payment Performance in Commercial Transactions (BS 7890). The policy is to pay all suppliers within 30 days of receipt of goods or services or a correctly documented invoice (whichever is received later) or according to contract where a different payment period is agreed. 100% of the Privy Council Office's bills were paid on time in the period 1 April 1997 to 31 March 1998.

Information Technology

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

Sustainable development and the environment

17.The Privy Council Office is located in the Cabinet Office complex in Whitehall, and is covered by that Department's Green Minister and building management services. The Privy Council Office is not responsible for the promotion of any primary legislation or for the direct execution of any policies which impact on the environment.

House of Lords

House of Lords: Peers' Expenses, Administration, etc

Class XVIII, Vote 2

House of Lords: Works Services

Class XVIII, Vote 3

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

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

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

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

5.More information on the two Votes and other matters can be found in the House of Lords Annual Report and Accounts published on 5th October 1998 as HL Paper 142.

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

Table A House of Lords : Expenditure Outturn and Plans

£ million	1993-94 outturn	1994-95 outturn	1995-96 outturn	1996-97 outturn	1997-98 outturn	1998-99 estimated outturn	1999-00 plans	2000-01 plans	2001-02 plans
Vote 2									
Expenses of Peers	6,274	6,496	6,659	7,021	6,579	9,927	9,127	8,550	8,800
House of Lords Offices									
1) Salaries	5,639	5,761	6,005	6,458	6,408	6,769	7,338	7,430	7,493
2) Grant in aid to the History of Parliament Trust	0	0	0	0	0	0	200	200	200
3) Other running costs	5,247	5,602	6,376	5,426	6,429	6,815	7,018	7,493	7,493
Retired allowances, etc	942	950	1,139	1,210	1,161	1,227	1,648	1,411	1,412
Security	6,956	5,658	5,615	5,791	5,979	6,262	6,350	7,062	7,063
Refreshment Department	888	913	895	1,062	1,066	1,165	1,212	1,410	1,415

Gross Total	25,946	25,380	26,689	26,968	27,622	32,165	32,893	33,556	33,876
Less									
Appropriations in Aid	604	1,539	1,663	2,088	1,999	2,320	2,524	2,165	2,170
Net Total	25,342	23,841	25,026	24,880	25,623	29,845	30,369	31,391	31,706
Vote 3									
Major acquisitions and new works over £150,000	3,112	5,294	6,494	4,689	3,400	3,539	6,326	10,956	4,575
Minor new works									
1) Minor new works costing £150,000 or less	638	515	897	815	887	659	1,372	694	702
2) Grant in Aid to the House of Lords Works of Art									
Collection Fund	-	14	14	15	15	28	28	28	28
Maintenance	4,294	4,276	3,981	4,130	5,200	5,006	3,754	5,560	5,245
Rent, property taxes, service charges and other operating costs	1,209	2,023	2,055	2,380	2,736	2,721	2,559	3,423	4,138
Administration costs	1,923	1,921	2,057	2,109	2,083	2,350	2,372	2,245	2,245
Gross Total	11,176	14,043	15,498	14,138	14,321	14,303	16,411	22,906	16,933
Less									
Appropriations in Aid	258	503	678	499	537	500	928	669	669
Net Total	10,918	13,540	14,820	13,639	13,784	13,803	15,483	22,237	16,264
Grand Total Votes 2 and 3	36,260	37,381	39,846	38,519	39,407	43,648	45,852	53,628	47,970

House of Commons

House of Commons Members' Salaries, etc Class XVIII, Vote 4

House of Commons Members' Salaries Etc, Class XVIII, Vote 4

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

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

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

House of Commons Administration House of Commons: Administration Class XVIII, A, Vote 1

4.Expenditure on administration costs including staff salaries, printing, broadcasting, stationery security and other non-accommodation costs is borne on Vote 1 of Class XVIII, A.

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

House of Commons Works Services House of Commons: Works Services Class XVIII, A, Vote 2

6.Expenditure on accommodation costs, including capital works, maintenance and utilities etc. is borne on Vote 2 of Class XVIII, A.

7.More information on Vote 1 of Class XVIII, A and Vote 2 of Class XVIII, A can be found in the Annual Report of the House of Commons Commission published in the summer of each year.

National Audit Office

National Audit Office

Class XVIII, B, Vote 1



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

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

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

4. The NAO also prepares a Corporate Plan that looks five years ahead and is presented to the Public Accounts Commission in advance of the annual Estimate. This includes comprehensive and detailed information on aims, objectives and performance. In addition, the Office publishes an Annual Report that sets out the NAO's main activities and achievements from the previous financial year. The main highlights from the 1998 Annual Report are:

- over £1 billion saved by NAO's work over the last three years more than £7 for every £1 spent on running the Office;
- £560 billion of government expenditure and revenue audited in 1997- 98;
- 50 'value for money' reports produced;
- two further audits of the budget assumptions produced in November 1997 and March 1998;
- C&AG appointed as the auditor of the 17 executive bodies created by the new Government, including the Regional Development Agencies and the National Lottery Commission;
- C&AG re-appointed as a member of the United Nations Board of Auditors;
- a cross cutting review in progress looking at the practical operation of the criminal justice system; and
- the hosting of two major conferences on fraud: a European Commission funded conference on fraud in the European Structural Funds in November 1997; and a conference on Tackling Public Sector Fraud in February 1998.

5. Over the period 1999- 2000 to 2001- 02, the NAO is forecasting a significant increase in its workload. The increase arises mainly because of the need for the NAO to provide:

- more audit effort for resource accounts. The Office intends to devote significantly more resources to this initiative to ensure the Government's timetable for the full introduction and audit of resource accounting is met;
- more advice upon and independent external validation of performance information;
- a separate opinion to Parliament on the statements on systems of internal financial control produced by departments, executive agencies, trading funds and non-departmental public bodies;
- resources to meet the implications of devolution in Wales and Scotland; and
- additional resources for the audit of the nine new regional development agencies in England.

Efficiency and Value for Money

6.The NAO started early in the drive for efficiency savings in the public sector. Over the last 10 years, the NAO's workload has increased by over 25 per cent while the net costs have gone up by around 9 per cent in real terms. At the same time, the Office has had to compete with the private sector for the high quality professionals needed to provide the level of service that Parliament has come to expect. In the three years to 1999- 2000 the Office's workload has increased substantially with the introduction of resource accounting, audit of the fiscal assumptions, the Private Finance Initiative and government departments' decentralising and restructuring.

7.The NAO's Corporate Plan for 1998 which sets out the Office's formal medium term strategy was approved by the Public Accounts Commission in June 1998. Although the Plan intends to continue the efficiency programme which has already secured substantial gains in recent years, external factors over which the NAO does not have control, now point to the need for a real terms increase in costs in the period 1999- 2000 to 2001- 02. Net cash costs will increase from £43.4 million in 1999- 2000 to £45.8 million in 2001- 02, an increase of 5.5 per cent. However, gross costs when expressed in real terms at 1998- 99 prices, will increase from £51.3 million in 1999- 2000 to £52.5 million in 2001- 02, an increase of 2.3 per cent (see Figure 1). The NAO's Estimate for 1999- 2000 (£43.4 million net) was discussed and approved by the Public Accounts Commission in December 1998.

Figure 1 : NAO Gross costs at 1998/99 prices

8.The NAO ensures the quality of its work through programmes of quality assurance involving internal and external reviews. It also tests the quality and costs of its work by contracting out a range of its activities. In 1997- 98 about 19 per cent of the NAO's work was sub-contracted to the private sector. The NAO increased the volume of financial audit work contracted-out from 14 per cent in 1996- 97 to 16 per cent in 1997- 98; and plans to increase this further in 1998- 99.

Impact

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

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

11.Over the last three years the work of the Office has led to savings of over £1 billion. This means that in recent years the Office has met its target of seven times its net costs. The NAO intends to continue this level of savings in future years.

Information technology

12.The NAO fully supports the Government's initiative to provide 25 per cent of its services electronically by 2002; and recognises it is essential that it joins the Government Secure Intranet (GSI) to improve and speed up communications and electronic data exchange with its clients. The Office is committed to connecting to the GSI by the end of 1998- 99.

13.The NAO has taken the following action internally to combat the problems associated with the Millennium date change:

- ensured all new hardware and software purchases are Millennium compliant;
- simulated a Year 2000 environment to test doubtful items;
- carried out a successful test of its computer systems;
- undertaken a review to identify other items and systems within the NAO; and
- started work on contingency planning in case there should be major disruption to the UK infrastructure.

Payment Performance

14.The NAO is committed to complying with the CBI prompt payment code. The NAO's policy is to pay bills in accordance with contractual conditions, or within 30 days of receipt of goods and services or the presentation of a valid invoice, whichever is the later. The NAO settled over 94 per cent of all suppliers' invoices in 1997- 98 within either agreed contractual

provisions or 30 days of the date of presentation of a valid invoice.

15.Complaints about failure to pay on time are investigated immediately, and if the complaint is found to be justified, the NAO will make immediate payment of the amount due.

The Environment

16.The NAO is committed to supporting the Government in its efforts to ensure that environmental costs and benefits are taken into account. Environmental issues are actively considered when major purchases take place and a scheme has been established for the recycling of paper, glass and metal cans.

17.The NAO fully supports the recent government initiative to encourage government departments to implement an environmental management system. The NAO is committed to achieving this goal by 2001.

Equal Opportunities

18.The NAO is an equal opportunities employer. Positive action has been taken since 1995 to encourage more women and ethnic minorities to apply for graduate trainee posts. The number of women recruited over the last three years has averaged 35% and the number of graduate trainees from ethnic minority backgrounds averaged 12%.

19.Since 1 January 1996, one out of seven senior posts (Grade 3 equivalent and above) has been held by a woman. Currently, 21% of staff in post at Grade 7 and above are women; and for the Office as a whole, the overall representation is approximately one third female, two thirds male. Our overall representation of ethnic minorities (10%) compares well with the general population.

20.Work is currently in hand to develop further the NAO's equal opportunities monitoring, particularly in the areas of ethnic minority and disability. All equal opportunities policies have been reviewed, incorporating the Disability Discrimination Act. An Equal Opportunities booklet was distributed to all staff in April 1998 and this was followed up with a series of equal opportunities awareness seminars aimed at all staff in the Office.

Recruitment

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

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

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

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

Investors in People

24.The NAO is working towards achieving IiP accreditation by the year 2000 the same target as that set for civil servants in the 1996 White Paper, "Development and Training for Civil Servants : A Framework for Action".

Senior Staff Salaries

25.The NAO has a Management Board which consists of the Deputy Comptroller and Auditor General, seven Assistant Auditor Generals, and the Director of Corporate Policy. The following table (Table A) shows the salary bands of the NAO Management Board as at 1 April 1998. It does not include the salary of the Comptroller & Auditor General who, as an officer of the House of Commons, receives his salary from the Consolidated Fund.

**Table A : NAO Salaries of Management Board
as at 1 April 1998**

Salary Range	Number of Staff
£55,000 – £59,999	1
£60,000 – £64,999	0
£65,000 – £69,999	0
£70,000 – £74,999	1
£75,000 – £79,999	3
£80,000 – £84,999	1
£85,000 – £89,999	1
£90,000 – £94,999	0
£95,000 – £99,999	0
£100,000 – £104,999	1

Capital Assets

26.The NAO's main capital asset is its headquarters building in Buckingham Palace Road, London SW1. This is held on a 130 year lease from Railtrack plc at a peppercorn rent. Land and buildings and other assets, mainly office and computer equipment, furniture and vehicles were re-valued at 31 March 1998 to £23.7 million.

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Published by NAO, July 1998

This report outlines the main features of NAO work and the results achieved. It summarises the use of resources in 1997- 98, including the 1997- 98 Accounts.

The Public Accounts Commission

Ninth Report HC 921

Published 6 July 1998.

Committee of Public Accounts : Session

1997- 98 : Minutes of Evidence

Wednesday 26 November 1997.

National Audit Office : Supply

Estimates 1998- 99, HC 383-i,

Published by The Stationery Office,

24 February 1998.

Class XVII

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

£ million	1993-94 outturn	1994-95 outturn	1995-96 outturn	1996-97 outturn	1997-98 outturn	1998-99 estimated outturn	1999- 00 plans	2000- 01 plans	2001- 02 plans
Cabinet Office, Security and Intelligence Services and Civil Superannuation									
DEPARTMENTAL EXPENDITURE IN DEPARTMENTAL EXPENDITURE LIMITS									
Central Government's own expenditure									
Voted in Estimates									
1A Cabinet Office	76	74	83	82	79	123	147	125	100
1B Security Facilities Division	-1	-2	1	1	2	1	#	-	-
1C Central Computer and Telecommunications Agency	13	17	11	4	-2	-1	-	-	-
1D Property Advisers to the Civil Estate	-5	-4	8	111	110	82	72	63	46
1E Civil Service College	3	2	1	#	-1	-	-	-	-
1F Government Car Despatch Agency	-	-	-	-	1	#	-	-	-
1G Royal Commission on House of Lords' Reform	-	-	-	-	-	#	1	-	-
The Buying Agency	-	-	-	-	-	-	-	-	-
Occupational Health and Safety Agency	#	#	1	-1	-	-	-	-	-
Recruitment and Assessment Service	#	-1	-1	#	-	-	-	-	-
Chessington Computer Centre	1	#	-1	-	-	-	-	-	-
2A Security and Intelligence Services:									
Administration and	940	855	781	741	703	695	743	745	747

operations									
3A Civil									
Superannuation, central funding of									
early departures		40	328	301	91	87	81	70	60
Total voted in Estimates	1,026	982	1,211	1,239	983	987	1,044	1,003	952
Other (non-voted)									
Property Advisors to the Civil Estate	-212	-266	-245	-382	-385	#	-	-	-
The Buying Agency	-	-	#	#	-	-	-	-	-
Her Majesty's Stationery Office : National Loans Fund	-3	-3	7	-7	-	-	-	-	-
Cabinet Office	#	#	#	#	#	-	-	-	-
Departmental Unallocated Provision	-	-	-	-	-	-	#	12	21
Total other (non- voted)	-215	-270	-238	-389	-385	#	#	12	21
Total Cabinet Office, Security and Intelligence Services, and Civil Superannuation									
DEPARTMENTAL EXPENDITURE IN									
DEPARTMENTAL EXPENDITURE LIMITS	811	712	973	850	598	987	1,044	1,015	973
	1993-94	1994-95	1995-96	1996-97	1997-98	1998-99	1999-	2000-	2001-
	outturn	outturn	outturn	outturn	outturn	estimated	00	01	02
						outturn	plans	plans	plans
Cabinet Office, Security and Intelligence Services and Civil Superannuation									
main departmental programmes in annually managed expenditure									
Central Government's own expenditure									
Voted in Estimates									
Pensions	21	1,048	1,174	1,306	1,344	1,329	1,461	1,435	1,496
of which:									
2B Security and Intelligence Services	21	25	23	25	27	30	32	33	35
3B Civil Superannuation	1,080	1,024	1,151	1,279	1,317	1,300	1,449	1,403	1,462

Total voted in Estimates	1,101	1,048	1,174	1,305	1,344	1,329	1,481	1,436	1,496
Other (non-voted)									
Pensions	-	-112	-86	-109	-97	-180	-16	-16	-17
of which:									
Security and Intelligence Services	-	-16	-14	-14	-15	-15	-16	-16	-17
Civil Superannuation	-106	-97	-72	-94	-83	-165	-	-	-
Total other (non-voted)	-106	-112	-86	-109	-97	-180	-16	-16	-17
Cabinet Office, Security and Intelligence Services and Civil Superannuation									
main departmental programmes in annually managed expenditure	995	936	1,088	1,196	1,247	1,149	1,485	1,420	1,480
Central Office of Information									
DEPARTMENTAL EXPENDITURE IN DEPARTMENTAL EXPENDITURE LIMITS									
Central Government's own expenditure									
Voted in Estimates									
4 Financial support to the trading fund	-	-	-	5	-	-	-	-	-
4A Publicity and Advisory Services	1	1	1	1	1	1	1	1	1
4B Grant in aid to the Royal Household for the procurement of publicity services	-	-	-	-	-	#	#	#	#
Total Central Office of Information									
DEPARTMENTAL EXPENDITURE IN DEPARTMENTAL EXPENDITURE	1	1	1	6	1	1	1	1	1

LIMITS

of which:

Central government's own expenditure	1	1	1	1	1	1	1	1	1
Trading Fund	-	-	-	5	-	-	-	-	-

Privy Council Office

DEPARTMENTAL EXPENDITURE IN DEPARTMENTAL EXPENDITURE LIMITS

Central Government's own expenditure

Voted in Estimates

5A Privy Council Office Administration	2	2	2	2	2	2	2	2	2
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Total Privy Council Office

DEPARTMENTAL EXPENDITURE IN DEPARTMENTAL EXPENDITURE LIMITS

2	2	2	2	2	2	2	2	2	2
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Cash amounts below £0.5 million are not shown.

Class XVII

Cabinet Office, Security and Intelligence Services

Reconciliation between cash plans table and Estimates

£ million	1997-98 Outturn	1998-99 Estimated Outturn	1999-00 Plans
PUBLIC EXPENDITURE WITHIN DEPARTMENTAL EXPENDITURE LIMITS (as in cash plans table)	602	990	1,047
Less non-Voted expenditure within Departmental Expenditure Limits	-385	#	#
TOTAL VOTED EXPENDITURE WITHIN DEL	987	990	1,047
PUBLIC EXPENDITURE WITHIN ANNUALLY MANAGED EXPENDITURE (as in cash plans table)	1,247	1,149	1,465
Less non-Voted expenditure within Annually Managed Expenditure Limits	-97	-180	-16
Total voted expenditure within AME	1,343	1,329	1,461
VOTED EXPENDITURE OUTSIDE DEPARTMENTAL EXPENDITURE LIMITS AND MAIN DEPARTMENTAL PROGRAMMES IN ANNUALLY MANAGED EXPENDITURE			
Privatisation of the Custody Guards Agency	#	-	-
Privatisation of Chessington Computer Centre	#	-	-
Privatisation of Recruitment and Assessment Service	#	-	-
Privatisation of Occupation Health and Safety Agency	#	-	-
Privatisation of Her Majesty's Stationery Office	#	-	-
TOTAL VOTED EXPENDITURE	2,330	2,319	2,528

Cash amounts below £0.5 million are not shown.

Class XVIII

Parliament and National Audit Office

£ million	1993-94 outturn	1994-95 outturn	1995-96 outturn	1996-97 outturn	1997-98 estimated outturn	1998-99 outturn	1999-00 outturn	2000-01 outturn	2001-02 outturn
Parliament									
Departmental expenditure in departmental expenditure limits									
Voted in Estimates									
Total Office of the Parliamentary Commission and Health Service Commissioners	5	8	10	13	13	13	15	15	15
Total House of Lords	36	37	40	39	39	44	48	54	48
Total House of Commons	165	170	186	212	241	288	274	229	228
of which:									
Members salaries etc	68	89	72	82	96	86	89	91	94
Administration and works services	97	100	114	130	145	180	185	138	134
Total Parliament									
Departmental expenditure in departmental expenditure limits	207	215	235	263	293	323	335	298	291
National Audit Office									
Departmental expenditure in departmental expenditure limits									
Voted in estimates	35	36	37	37	38	41	43	45	46
Other (non-voted)	-2	-1	-1	-2	-1	-	-	-	-
Total National Audit Office									
Departmental expenditure in departmental expenditure limits	34	35	36	35	38	41	43	45	46

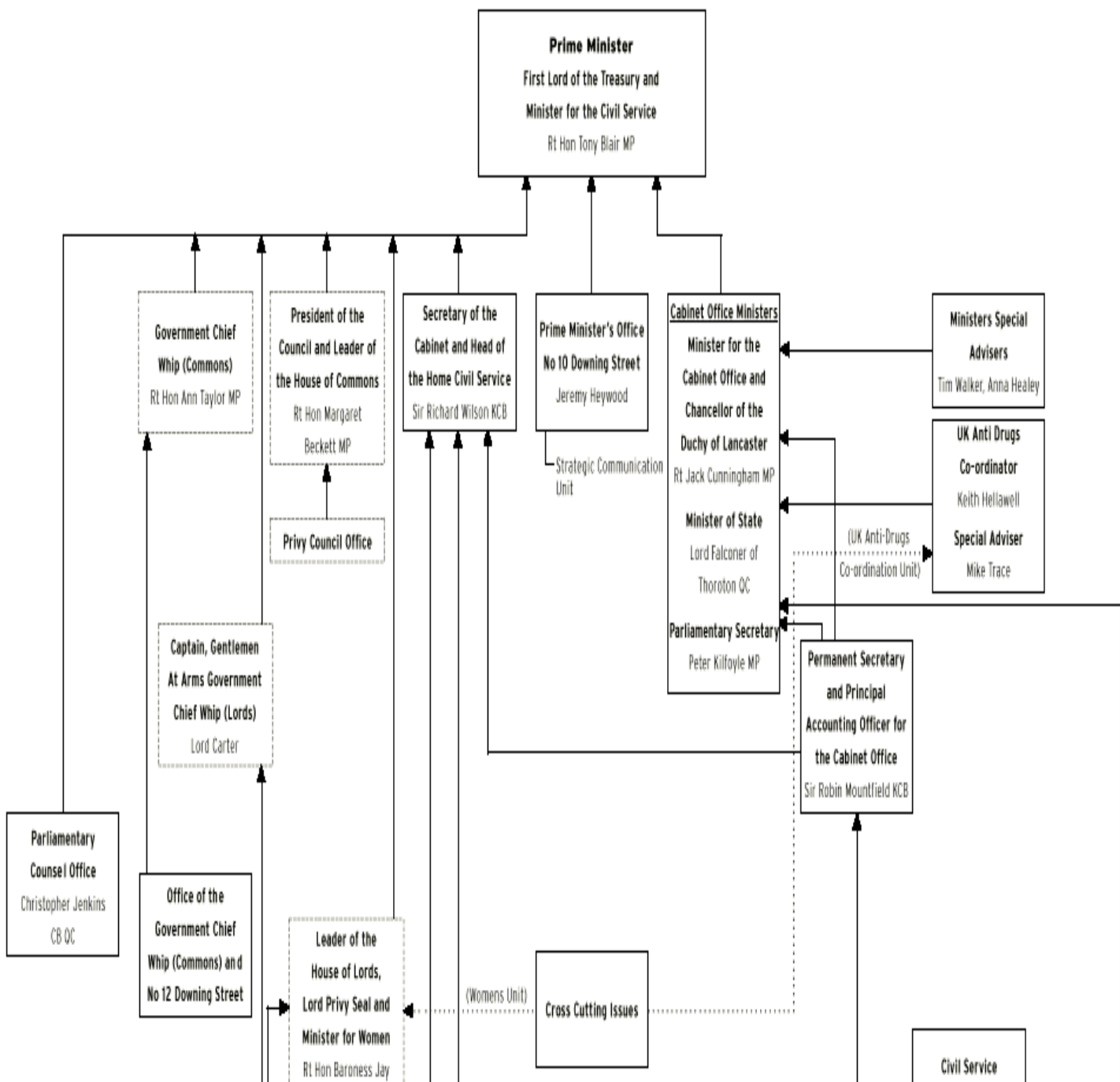
Class XVIII

Parliament and National Audit Office

Reconciliation between cash plans table and Estimates

£ million	1997—98 Outturn	1998—99 Estimated Outturn	1999—00 Plans
PUBLIC EXPENDITURE WITHIN DEPARTMENTAL EXPENDITURE LIMITS (as in cash plans table)	331	364	378
Less non-Voted expenditure within Departmental Expenditure Limits	—1	—	—
Total voted expenditure within DEL	332	364	378
TOTAL VOTED EXPENDITURE	332	364	378

Cabinet Office



-
- Office of the Government Chief Whip (Lords)**
- Chief Scientific Adviser**
Sir Robert May AC FRS
- Secretariats**
- Central Secretariat
 - Constitution Secretariat
 - European Secretariat
 - Defence and Overseas Secretariat
 - Economic and Domestic Secretariat
 - Intelligence and Security Secretariat
 - Joint Intelligence Organisation
 - Ceremonial Branch
- UK Anti Drugs Co-ordinating Unit
- Women's Unit
- Social Exclusion Unit
- Performance and Innovation Unit
- Centre for Management and Policy Studies**
Vacancy
- Civil Service College (Agency)
- Government Information and Communications Service**
Mike Granatt
- Head of Profession
 - GICS Development Centre
 - Media Monitoring Unit
- Agencies**
- Central Computer and Telecommunication Agency
 - Government Car and Despatch Agency
 - The Buying Agency
 - Property Advisers to the Civil Service
 - The Civil Service College
- Corporate Management**
Brian Fox CB
- Senior Civil Service Employer Group
 - Civil Service Employer Group
- Public Service Delivery**
Brian Bender CB
- Better Regulation Unit
 - Efficiency and Effectiveness Group
 - Central IT Unit
 - Service First Unit
 - Better Government Team
- Information, Establishment and Organisation**
- Information Group
 - Press Office
 - Establishment Officer's Group
 - Finance and Planning Division
 - Security Facilities Division
 - Agencies Unit
 - Infrastructure Division
 - Internal Audit Services
 - Personnel Division
- Ministers Adviser on Agencies**
Clay Brendish

The Government's Expenditure Plans 1999-00 to 2001-02

TABLE 2a : Expenditure and Cash Plans Cabinet Office Class XVII

£ million	1997-98 Outturn	1998-98 Estimated Outturn	1999-2000 Plans
Running costs			
Cabinet Office			
Core Cabinet Office	94	126	117
of which:			
- Ministers and Permanent Secretaries ¹	10	19	-
- Secretariat	9	13	-
- Cross Cutting Issues	-	3	-
- Public Service Delivery	12	16	-
- Civil Service Management Matters	19	23	-
- Information, Establishment and Organisation	40	46	-
- Parliamentary Business Support	4	5	-
Security and Facilities Division²	15	16	12
CCTA³	13	18	15
Property Advisers to the Civil Estate³	13	13	12
Civil Service College³	18	19	18
Government Car and Despatch Agency³	11	11	12
Royal Commission on the House of Lords' Reform	0	*	1
Total Running Costs	164	200	186
CURRENT	176	150	106
CAPITAL	12	30	39
TOTAL GROSS EXPENDITURE	351	380	331
Appropriations in Aid	-164	-175	-111
of which:			
Core Cabinet Office	-	-32	-26
- Receipts from common services	-8	-	-
- Receipts from sales of publications and services to other Departments and the public generally	-1	-	-
- Miscellaneous Receipts	0	-	-
- Recovery of relevant accommodation costs from minor occupiers/Receipts from minor occupiers of Cabinet Office buildings	-2	-	-
- Recovery of costs of loans and loaned staff	0	-	-
- Receipts from participants in the TOP Management	0	-	-

Programmes (TMP)

- Receipts from the administration of Crown and Parliamentary Copyright (HMSO)	-2	-	-
- Receipts in respect of central management costs of the PCSPS, CSAVC, FSSU and receipts offsetting legal costs incurred on cancellation of the QUASAR project	-13	-	-
- Receipts from Government departments for the cost of computer and telecommunications procurement services, interdepartmental telecommunication services and other support services (CCTA)	-24	-29	-28
- Receipts from the trading activities of PACE	-	-60	-14
- Receipts from temporary hiring of vacant property, disposals of freehold and leasehold interests (PACE)	-53	-	-
- Receipts from charges levied on uses of the Whitehall District Heating System and Standby Distribution System (PACE)	-6	-	-
- Receipts from Intelligent Client Services (PACE)	-1	0	-
- Receipts from the trading activities of CSC	-20	-19	-19
- Receipts from the trading activities of Security Facilities Division	-23	-23	-12
- Receipts from the trading activities of GCDA	-12	-13	-13
- Receipts from the trading activities of TBA in EIRE	0	-	-
TOTAL APPROPRIATION IN AID	-164	-175	-111

1. Includes expenditure on Economic Summit.

2. Represents residual services previously by Security Facilities Executive. Its functions have transferred to other government departments.

3. Next Steps Agencies.

Additional Notes:

Contingent Liabilities - The Cabinet Office had contingent liabilities of £1m in 1997–98 arising from loans of articles to the Prime Minister for display in No. 10 Downing Street, comprising antique silver from the Silver Trust and private sources.

1998–99 Outturn - The outturns of the Cabinet Office: Other Services Vote and Cabinet Office: Administration Vote 1998–99 are expected to be within both running costs and cash limits.

The Government's Expenditure Plans 1999-00 to 2001-02

Salary	Total
Below £40,000	0
£40,000 £44,999	0
£45,000 £49,999	18
£50,000 £54,999	23
£55,000 £59,999	51
£60,000 £64,999	61
£65,000 £69,999	31
£70,000 £74,999	12
£75,000 £79,999	4
£80,000 £84,999	5
£85,000 £89,999	1
£90,000 £94,999	1
£95,000 £99,999	2
£100,000 £104,999	1

Note : **Security and Intelligence Services** Provision in respect of the Security and Intelligence agencies was brought together in 1994- 95 into a single vote Cabinet Office: Security and Intelligence Services (Class XVIII, Vote 2, changing to Class XVII, Vote 2 from next year). It covers expenditure by GCHQ, the Secret Intelligence Service (SIS), and the Security Service, together with related expenditure, mainly on research and development work, on behalf of the SIS and Security Service.

The Government's Expenditure Plans 1999-00 to 2001-02

Table 2c : Appointments under Fair and Open Competition¹

Band/Grade	Fixed Total	Term	Male	Ethnic Female	Disabled	Minority
C1	18	7	9	-	9	
C2	2	-	1	-	-	-
B1	5	3	1	4	-	-
B2	3	-	-	2	-	-
A	-	-	-	-	-	-
SCS	-	-		-	-	-
TOTAL	28	21	9	15	-	9

1. At the time figures were provided, it was anticipated that four further appointments would be made by the end of March. This explains the difference between the total figure of 28 and the combined male/female figure of 24.

Figure 1 : Senior Civil Service Salaries as at 12 November 1998

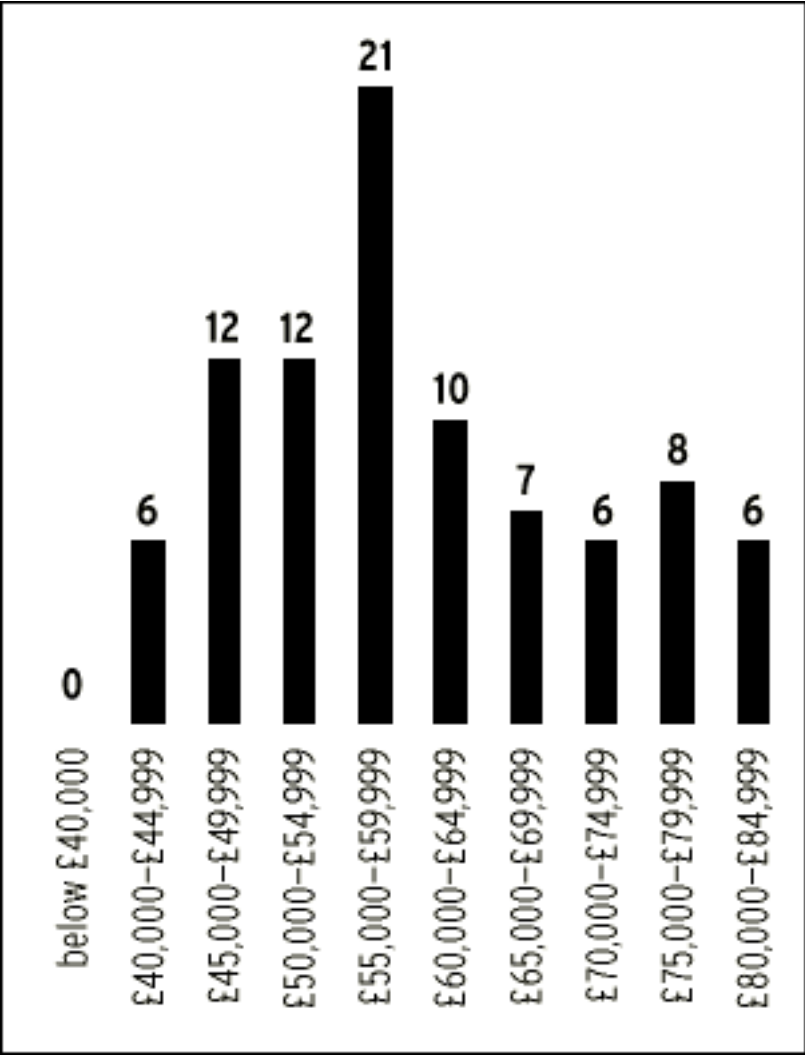
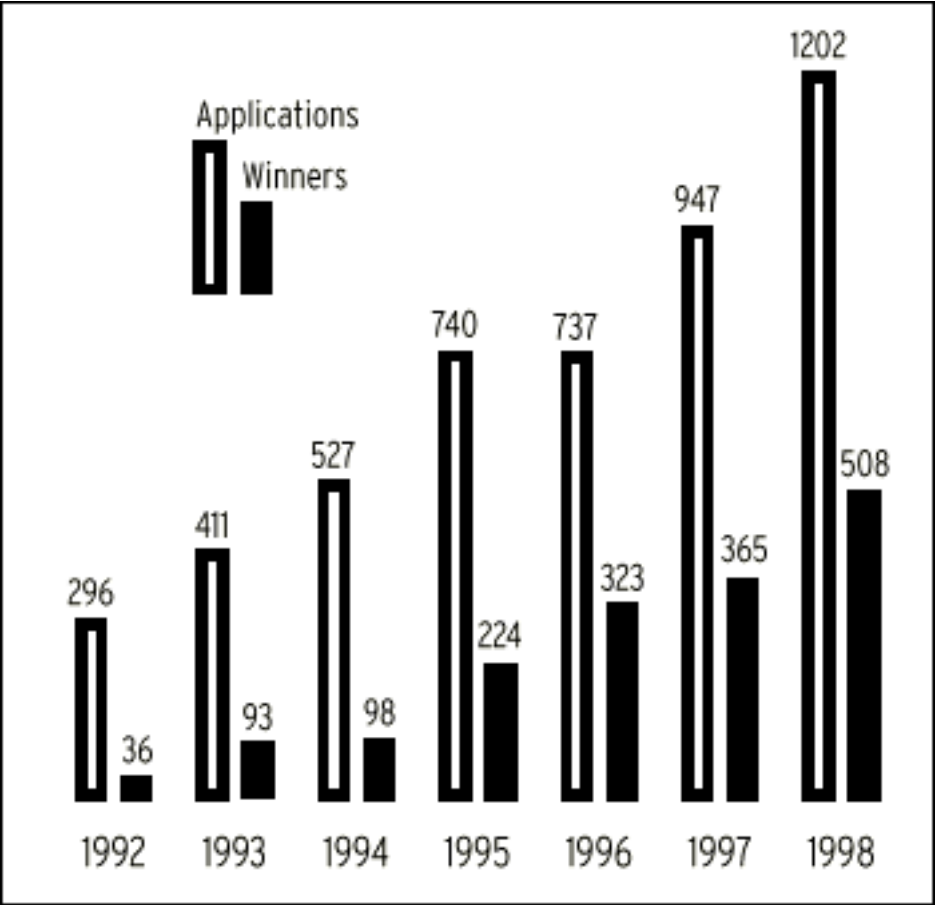


Figure 3a: Charter Mark Awards



The Government's Expenditure Plans 1999-00 to 2001-02

**Table 4a : Capital/Current split from
1999-00 to 2001-02³**

£ million	1999-00	2000-01	2001-02
Current	264.2	220.2	190.9
Capital	38.8	40.4	16.8
Capital receipt	-2.2	-2.7	-2.3

3. Figures taken from the Comprehensive Spending Review settlement letter and adjusted for machinery of government changes and other transfers.

Table 5a : Performance against targets 1997

Key Performance	Target	Outturn
Financial		
Sales Value¹		
to increase total sales value to:	£171.3m	£133.6m
Return on Capital Employed²		
to generate a return of:	8%	0.7%
Customer Related		
Customer Numbers		
to increase fuel and energy customers by :	5%	6.6%
Customer Satisfaction		
orders delivered by date promised :	94%	94%
Complaint Resolution³		
complaints resolved within 1 month :	95%	83%
Productivity⁴		
Cost per £1 of sale :	2.60p	3.50p
Cost per £1 savings achieved :	4.40p	4.38p

1. Sales Value. This target related to non-fuel and energy sales and represented a 20% increase on the 1996 outturn. Actual sales in this sector fell by 7% compared with the previous year and reflected a difficult year for the TBA direct call-off portfolio. This fall was offset by the growth on the fuel and energy side, the net effect being that total business outturned at around £272m (1996 : £271m).

2. Return on Capital Employed. Difficult trading conditions in the direct call-off area of business, coupled with investment in new markets, notably healthcare, and increased investment in promoting TBA, combined to lead to TBA missing this target for the first time.

3. Complaint Resolution. This represents an increase over 1996 (73%) whilst falling short of the ministerial target. Despite having improved its internal procedures, TBA has found that with the increasing complexity of the marketplace (whereby customers employ a range of contractors and sub-contractors to carry out work on their behalf) resolution of complaints has become more complex and more difficult to achieve within the one month target. TBA has therefore proposed a modification to this target for 1998 which will involve customers' agreement at the outset that specific complaints will require a longer resolution period. Nevertheless, the one month resolution target will remain for the majority of complaints received.

4. Productivity. The first target proved to be unattainable because of the downturn in DCO sales. For 1998, for the first time, TBA will be able to look at this target for the whole business including the fuel and energy side. The 1998 target is to maintain the cost per £ of total sales at the 1997 outturn. The second target was achieved.

The Government's Expenditure Plans 1999-00 to 2001-02

Table 5b : Performance of CCTA

	1997-98	1998-99	1999-00	2000-01	2001-02
Break even on accruals basis					
Target	Break even	Break even	Break even	Break even	Break even
Outturn	101.24%	-	-	-	-
Manage cash expenditure within agreed allocation					
Target (£m)	23.834	28.391	27.825	27.825	27.825
Outturn (£m)	22.210	-	-	-	-
Operation within CCTA Customer Charter					
Target	Establish baseline	75%	77%	79%	80%
Outturn	69%				
Reduction in cost of supporting services per £1 of salary of project staff					
Target	5% reduction in cost of supporting services reflected in cash requirement for 1998-99	5% reduction in 1999-00 bid	to be agreed	to be agreed	to be agreed
Outturn	9.5%				
Assignment/services delivered to customers' satisfaction					
Target	85% of respondents express satisfaction with service provided	85%	87%	89%	90%
Outturn	97% ¹				

1. This 97% rating is based on insufficient returns to be statistically significant. For 1998/99 more effort will be put in to increase feedback from customers.

Table 5c : Civil Service College – Break Even/Cost Recovery (%)

	1993/94	1994/95	1995/96	1996/97	1997/98	1998/99	1999/2000	2000/01	2001/02
Target	100	100	100	100	100	100	100	100	100
Outturn	95.3	96.5	97.5	101.1	102.9	100	–	–	–

Note. In 1993/94 and 1994/95 the target was to break even with a reducing central payment. This was achieved. In 1995/96 the College's target was to achieve break even without a central subsidy. This was not achieved although the College did recover an unprecedented 97.5% of its costs from income.

Table 5d : Civil Service College – Consultancy Income (£000)

	1993/94	1994/95	1995/96	1996/97	1997/98	1998/99	1999/2000	2000/01	2001/02
Target	300	600	700	1600	1500	900	900	900	900
Outturn	383	600	1259	1437	1070	900	–	–	–

Table 5e : Civil Service College – Students In The Senior Civil Service

	1993/94	1994/95	1995/96	1996/97	1997/98	1998/99	1999/2000	2000/01	2001/02
Target	N/A	N/A	N/A	2400	1515	1500	1500	1500	1500
Outturn	2032	1841	2365	1685	1574	1500	–	–	–

Note. 1993/94 to 1996/97 figures include members of SCS and equivalents. Target for 1997/98 onwards includes SCS members only.

Table 5f : Civil Service College – Private Sector Students

	1993/94	1994/95	1995/96	1996/97	1997/98	1998/99	1999/2000	2000/01	2001/02
Target	770	990	1000	1400	900	900	900	900	900
Outturn	917	998	1069	893	960	900	–	–	–

Table 5g : Civil Service College – Percentage Of Course Evaluations Marked In The Top Two Categories (Of Six) (%)

	1993/94	1994/95	1995/96	1996/97	1997/98	1998/99	1999/2000	2000/01	2001/02
Target	80	80	80	83	88	88	88	88	88
Outturn	80	81	82.5	87.8	88.5	88	–	–	–

Note. All students are asked to evaluate how far their course met its stated objectives.

Table 5h : Civil Service College: Representation of Women, Members of Ethnic Minorities and Disabled Employees

	Women	Members of Ethnic Minorities	Disabled
As % of Total Workforce	57	4	0.5
% in Executive Grades	43	2	Nil

Figure rounded to the nearest whole.

**Table 5i : Civil Service College:
Permitted Exceptions**

Re-appointments	1
Conversion to permanency (under section (g))	3
Casuals extended over 12 months but less than 24	2

Table 5j : Civil Service College : SCS Salaries

Pay band	Number
£45,000 to £49,999	1
£55,000 to £59,999	2

Table 5k : Key performance measure

	1998-99 Target	Expected Outturn
Quality of service	To review existing Customer Satisfaction Survey, and establish a benchmark for future performance	New survey introduced in March 1999
Efficiency	To improve the gross contribution as a percentage of sales revenue by 2%;	Achieved
	To increase the income per £ of labour cost to £2.00	Achieved
Environment	Average 26mpg	Achieved

Table 5l : Financial performance Measures

	1998-99 Target	Expected Outturn
Financial break-even on accruals basis	To break-even on an accruals basis;	Achieved
	To maintain sales turnover at 1997-98 outturn	Achieved
Operation within PES and Vote estimates	To maintain expenditure and receipts within Voted provision	Achieved

The Government's Expenditure Plans 1999-00 to 2001-02

Table 5m : Forecast outturn for 1997/98 and targets for 1998/99

	1997/98	1997/98	1998/99
Performance Measure	Target	Outturn	Target
* Ratio of co-ordination savings to associated running costs	10 : 1	12.09 : 1	11 : 1
* Percentage of the CAU work plan delivered on time 85%	85%	87%	90%
* Percentage of ICS costs recovered on an accruals basis	100	83	100
* Percentage Customer Satisfaction with PACE services overall	75	73	75.5
* a) Dispose of 110 freeholds and leaseholds and	110	113	75
b) Contain expenditure within net annual provision of £95m	95	under £97.5m1	74.6+EYF
Percentage recovery of Opportunity Cost Rents due2	100	100	-
Percentage of Whitehall Systems costs recovered on an accruals basis	100	100	100

* Denotes key target.

1.The net provision was exceeded because on 31 March 1998 the Agency bought in, with ministerial approval, the freehold of a property for disposal in the following financial year.

2. This residual function ceased on 31/3/98 prior to the introduction of capital charging.

Table 6a : Expenditure and Cash Plans Cabinet Office

£ million	1993-94 outturn	1994-95 outturn	1995-96 outturn ¹	1996-97 outturn	1997-98 outturn	1998-99 estimated outturn	1999-2000 plans
Class xvii Vote 01	85	87	103	197	189	205	220

Table 6b : Expenditure and Cash Plans Security and Intelligence Services

£ million	1993-94 outturn	1994-95 outturn	1995-96 outturn ¹	1996-97 outturn	1997-98 outturn	1998-99 estimated outturn	1999-2000 plans
Class xvii Vote 02	940	855	781	741	703	695	743

Table 6c : Expenditure and Cash Plans Civil Superannuation

£ million	1993-94 outturn	1994-95 outturn	1995-96 outturn ¹	1996-97 outturn	1997-98 outturn	1998-99 estimated outturn	1999-2000 plans
Class xvii Vote 03	0	40	328	301	91	87	81

Table 6d : Expenditure and Cash Plans Central Office of Information

£ million	1993-94 outturn	1994-95 outturn	1995-96 outturn ¹	1996-97 outturn	1997-98 outturn	1998-99 estimated outturn	1999-2000 plans
Class xvii Vote 04	1	1	1	6	1	1	1

Table 6e : Expenditure and Cash Plans Privy Council Office

£ million	1993-94 outturn	1994-95 outturn	1995-96 outturn ¹	1996-97 outturn	1997-98 outturn	1998-99 estimated outturn	1999-2000 plans
Class xvii Vote 05	2	2	2	2	2	2	2

1. The increase from 1994-95 follows the transfer of functions from DOE and the establishment of

Property Advisers on the Civil Estate as a Cabinet Office Executive Agency.

Assessment Services6

Gross Expenditure	9	9	9	5	-	-	-	-	-
Net Expenditure	#	-1	-1	#	-	-	-	-	-

#Cash amounts below £0.5 million are not shown.

1.The gross figures are no longer net of any VAT refunds on contracted out services.

2.Running costs related receipts from within the running cost provision of other government departments are no offset against gross running costs limit. receipts dip in 1999-00 following removal of common services charges.

3.Only the gross running costs limit for 1999/2000 is shown. See Chapter 2 of 1999-2000 PESA for more information.

4.A Next Steps Agency.

5.Represents residual services provided previously by Security Facilities Executive. Its functions have transferred to other government departments.

6.OHSA and RAS were privatised in 1996.

The Government's Expenditure Plans 1999-00 to 2001-02

Table 6g : Running Costs

Security and Intelligence Services

£ million	1993-94 outturn	1994-95 outturn	1995-96 outturn	1996-97 outturn	1997-98 outturn	1998-99 estimated outturn	1999-00 plans	2000-01 plans	2001- 02 plans
Gross running costs ¹									
Paybill	285	296	291	293	255	285			
Other	140	144	114	113	112	125			
Total running costs	425	44	405	406	367	410	411	417	424
Related Receipts ²	-2	-3	-3	-31	-31	-31	-31		
NET	425	440	403	403	364	379	380	386	393
EXPENDITURE									
Gross Running Costs Limit³							380		

#Cash amounts below £0.5 million are not shown.

1.The gross figures are no longer net of any VAT refunds on contracted out services.

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

3.Only the gross running costs limit for 1999/2000 is shown. See Chapter 2 of 1999-2000 PESA for more information.

The Government's Expenditure Plans 1999-00 to 2001-02

Table 6h : Running Costs

Privy Council Office

£ million	1993-94 outturn	1994-95 outturn	1995-96 outturn	1996-97 outturn	1997-98 outturn	1998-99 estimated outturn	1999-00 plans	2000-01 plans	2001-02 plans
GROSS RUNNING COSTS¹									
Paybill	1	1	1	1	1	1			
Other	1	1	1	1	1	1			
Total running costs	2	2	2	2	2	3	3	3	3
Related Receipts	#	#	#	#	#	#	#	#	#
NET EXPENDITURE	2	2	2	2	2	2	2	2	2
Gross Running Costs Limit³							3		

Cash amounts below £0.5 million are not shown.

1.The gross figures are no longer net of any VAT refunds on contracted out services.

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

3.Only the gross running costs limit for 1999/2000 is shown. See Chapter 2 of 1999-2000 PESA for more information.

Cabinet Office, Security and Intelligence Services, Civil Superannuation¹, Central Office of Information, and Privy Council

	1993-94 outturn	1994-95 outturn	1995-96 outturn	1996-97 outturn	1997-98 outturn	1998-99 estimated outturn	1999-00 plans	2000-01 plans	2001-02 plans
CABINET OFFICE2									
Gross Control Areas									
CS Full time equivalents	2,153	1,955	1,882	1,556	1,486	1,536	1,643	1,637	1,618
Overtime	23	23	67	57	53	61	64	64	64
Casuals	49	76	82	32	21	29	23	21	21
Total	2,225	2,054	2,031	1,645	1,560	1,626	1,730	1,722	1,703
SECURITY AND FACILITIES DIVISION									
Net Control Areas									
CS Full time equivalents	1,104	1,036	355	983	525	435	402	-	-
Overtime	0	0	50	344	214	161	120	-	-
Casuals	51	103	102	81	31	21	11	-	-
Total	1,155	1,139	507	1,408	770	617	533	-	-
CIVIL SERVICE COLLEGE									
CS Full time equivalents	252	255	258	241	216	218	218	218	218
Overtime	2	2	2	2	2	2	2	2	2
Casuals	9	14	13	11	11	11	12	12	12
Total	263	271	273	254	229	231	232	232	232
GOVERNMENT CAR AND DESPATCH AGENCY									
CS Full time equivalents	0	0	0	0	226	233	244	246	246
Overtime	0	0	0	0	65	70	70	70	70
Casuals	0	0	0	0	18	4	2	0	0
Total	0	0	0	0	309	307	316	316	316
OCCUPATIONAL HEALTH AND									

**SAFETY
AGENCY3**

CS Full time equivalents	0	0	0	39	-	-	-	-	-
Overtime	0	0	0	0	-	-	-	-	-
Casuals	0	0	0	4	-	-	-	-	-
Total	0	0	0	43	0	0	0	0	0

**RECRUITMENT
AND
ASSESSMENT
SERVICES3**

CS Full time equivalents	0	0	0	52	-	-	-	-	-
Overtime	0	0	0	0	-	-	-	-	-
Casuals	0	0	0	3	-	-	-	-	-
Total	0	0	0	55	0	0	0	0	0

**THE BUYING
AGENCY4**

CS Full time equivalents	96	109	117	129	141	132	113	110	110
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**CHESSINGTON
COMPUTER
CENTRE**

CS Full time equivalents	430	406	395	141	-	-	-	-	-
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**HM STATIONERY
OFFICE**

CS Full time equivalents	2,987	2,918	2,815	984	-	-	-	-	-
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**THE CROWN
SUPPLIERS**

CS Full time equivalents	-	-	-	-	-	-	-	-	-
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**TOTAL CABINET
OFFICE**

**SECURITY AND
INTELLIGENCE
SERVICES (gross
control)**

CS Full time	7,156	6,897	6,138	4,659	3,009	2,913	2,924	2,380	2,361
CS Full time	10,557	10,370	9,420	8,582	8,282	8,077	8,091	8,078	8,076

equivalents									
Overtime	291	238	189	215	232	257	233	220	210
Casuals	6	16	33	36	38	29	43	44	43
Total	10,854	10,624	9,642	8,833	8,552	8,363	8,367	8,342	8,329

**PRIVY COUNCIL
OFFICE (gross
control)**

CS Full time equivalents	33	38	37	35	32	29	27	27	27
Overtime	2	2	2	2	1	1	1	1	1
Casuals	0	0	1	1	2	0	0	0	0
Total	35	40	40	38	35	30	28	28	28

**CENTRAL OFFICE
OF
INFORMATION³**

CS Full time equivalents	603	566	555	497	354	329	352	352	352
TOTAL MANPOWER	18,648	18,127	16,375	14,027	11,950	11,635	11,671	11,102	11,070

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

2.The Crown Suppliers ceased to exist on 1 April 1991. The Inter Departmental Despatch Service and the Buying Agency which were formally part of The Crown Suppliers transferred to Property Holdings from 1 April 1991. Property Holdings were restructured and became an executive agency, PACE, from 1 April 1996. Figures for PACE are included within Cabinet Office (Gross Control Area).

3.For 1993/94 to 1995/96 RAS and OHSA manpower figures are included in the Cabinet Office gross control area total.

4.The Buying agency and Central Office of Information are Trading Funds.

The Government's Expenditure Plans 1999-00 to 2001-02

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

Details of expenditure from the Civil Superannuation Vote	1998-99 Total Provision (£000s)	1998-99 Estimated Outturn (£000s)	1999-00 Provision (£000s)
Residual costs of central funding scheme	90,000	87,000	81,000
Pension payments	2,306,001	2,294,000	2,380,500
Lump sums to pensioners	240,000	235,000	239,000
Death benefits	25,000	23,000	25,000
Injury benefits	4,500	5,500	5,000
Individual transfer values	21,000	23,500	24,000
Bulk transfer value payments	60,000	55,500	150,000
Miscellaneous	4,500	4,500	6,500
GROSS TOTAL	2,751,001	2,728,000	2,911,000

Table 7b : Breakdown of Appropriation in aid

Details of expenditure from the Civil Superannuation Vote	1998–99 Total Provision (£000s)	1998–99 Estimated Outturn (£000s)	1999–00 Provision (£000s)
Charges received from departments and others on account of the cost of the pension cover provided for their staffs	1,143,000	1,173,000	1,168,000
Periodical contributions for widows', widowers' and dependants' benefits. Contributions, currently 1.5% of salary or wages, made by officers towards the cost of family and other benefits	130,000	129,000	133,000
Contributions made by officers for the purchase of added years of reckonable service	10,000	13,500	14,000
Individual transfer receipts	22,000	30,000	30,000
Bulk transfer value receipts	21,000	64,000	18,000
Other superannuation contributions and superannuation benefits repaid; and amounts received from departments for the additional costs of early retirements. Includes receipts from departments for the costs of bringing forward lump sum payments and the enhancement of pension from age 60 for early retirements	15,500	18,500	18,000
Less excess Appropriations in Aid		–86,500	
TOTAL	1,341,500	1,341,500	1,381,000

Table 8a : COI achievement of Key Targets

Target	1993-94 Results	1994-95 Results	1995-96 Results	1996-97 Results	1997-98 Results
Surplus of £1 million (£000s) ¹					1,108
Breakeven surplus (£000s) ¹	155	85	0	657	n/a
Variance against target (% of turnover)	0.12	0.08	0.00	0.52	0.10
Unit Cost reduction ²	6.9%	6.1%	3.4%	5.3%	5.6%
All work delivered on time ^{3,4,6}	95.87%	96.74%	99.06%	99.15%	n/a
All work in accordance with specification ^{3,5,6}	98.73%	98.83%	99.64%	99.76%	n/a
Customer Satisfaction Index ⁷	7.47	7.90	7.96	8.21	8.29

1. The break-even performance target was amended to reflect the need to recover some of the cost of implementing changes, resulting from the review of COI from trading surpluses over three years.

2. This target was first set formally when COI became an agency in April 1990, although it had been used as an internal measure for some time before then. It is essentially an efficiency measure and is also used to determine whether or not a bonus is payable under COI's group bonus scheme.

3. Price-weighted averages.

4. Only those pieces of work delivered in accordance with the client's requested delivery date are counted.

5. Only those pieces of work which require no adjustment or alteration after presentation to the client are counted.

6. Whilst still used as an internal measure this is no longer set as a target. Scores were so close to perfection that further significant improvement was unlikely to be achieved.

7. This target was first set formally in 1994-95 although the system was first introduced in 1993-94.

The Government's Expenditure Plans 1999-00 to 2001-02

Table 8b : COI Running Costs¹

£ million	1993-94 outturn	1994-95 outturn	1995-96 outturn	1996-97 outturn	1997-98 outturn	1998-99 estimated outturn	1999-00 plans	2000-01 plans	2001-02 plans
Gross running costs ²									
Civil Service Pay bill ³	1	-	-	-	-	-	-	-	-
Other	1	1	1	6	1	1	1	1	1
Total ⁴	1	1	1	6	1	1	1	1	1
Related receipts	-	-	-	-	-	-	-	-	-
NET EXPENDITURE	1	1	1	6	1	1	1	1	1

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

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

3.This covers the pay costs, including employers' earnings related national insurance contributions, of civil servants in running costs.

4. Expenditure for 1996–97 includes £5.2 million to provide a subsidy to the Central Office of Information trading fund to cover losses due to redundancy and other costs arising from COI trading fund's exit from the provision of certain services following the prior options review.

The Government's Expenditure Plans 1999-00 to 2001-02

Table 8c : Manpower

	1993-94 outturn	1994-95 outturn	1995-96 outturn	1996-97 outturn	1997-98 outturn	1998-99 estimated outturn	1999-00 plans	2000-01 plans	2001-02 plans
TRADING FUND									
Civil Service Full Time	603	566	555	497	328	334	352	352	352

The Government's Expenditure Plans 1999-00 to 2001-02

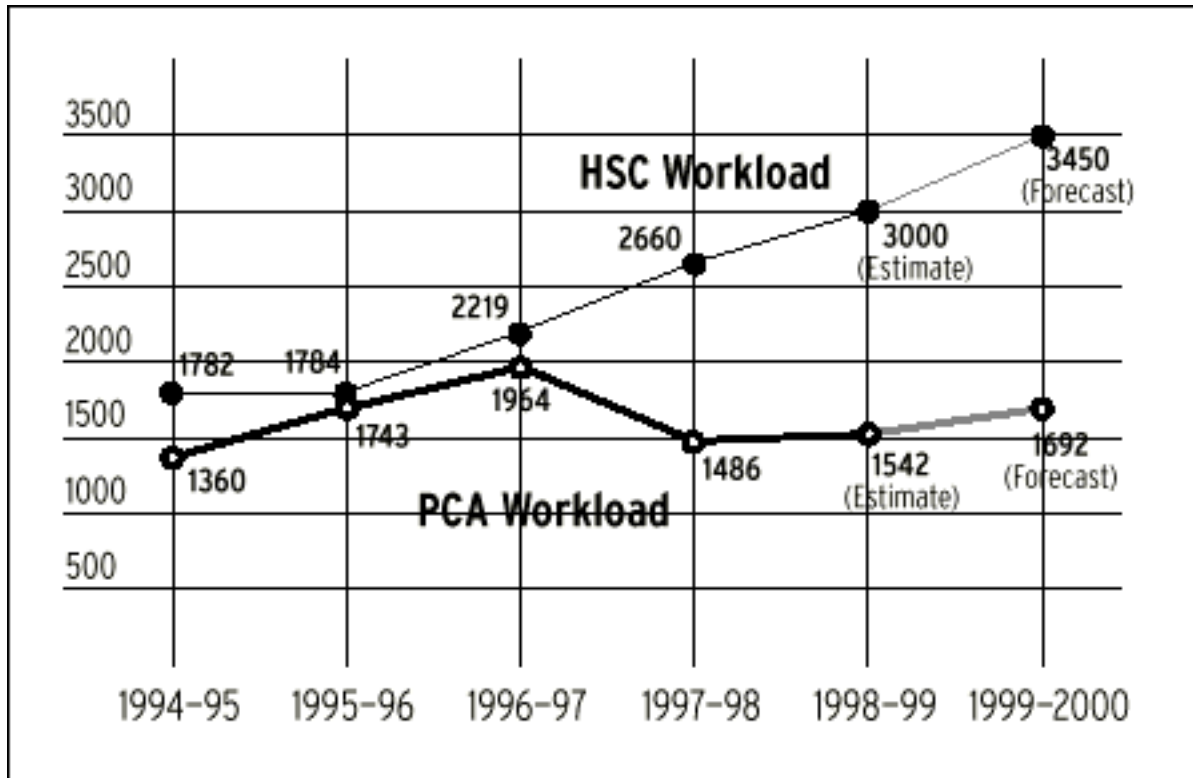
Table 8d : Women in Senior Posts

	Grade 6	Grade 7	Grade 7 and above
COI 1998	50.0	28.5	28.9
COI 1997	28.5	27.2	24.2
Civil Service 1997	17.4	20.1	18.7

Table 8e : Senior Civil Service Salaries

Pay range	Number in Range
£50,000–£54,999	1
£65,000–£69,999	2

Figure 1: PCA and HSC work volumes - Complaints received



The Government's Expenditure Plans 1999-00 to 2001-02

Table A: Expenditure Outturn and Cash Plans

£ million	1993- 94 outturn	1994- 95 outturn	1995- 96 outturn	1996- 97 outturn	1997- 98 outturn	1998- 99 outturn	1999-00 estimated outturn	2000-01 estimated outturn	2001-02 estimated outturn
	5	8	10	13	13	13	15	15	15

The Government's Expenditure Plans 1999-00 to 2001-02

Table B Manpower

£ million	1994-95 outturn	1995-96 outturn	1996-97 outturn	1997-98 outturn	1998-99 outturn	1999-00 estimated outturn
Parliamentary Commissioner for Administration	65.0	70.0	89.0	102.8	103.5	95.8
Health Service Commissioner	55.0	81.7	91.3	79.6	76.0	83.8
Establishments	35.3	38.8	40.2	41.9	57.7	45.8
Total	155.3	190.5	220.5	224.3	237.2	225.4

The Government's Expenditure Plans 1999-00 to 2001-02

Table C Gender Mix

	Female (%)	Male (%)
Senior Civil Service	33	67
Managerial Grades	36	64
Executive Grades	59	41
Clerical Grades	62	38
Total	54	46

Table D Senior Civil Service

Salaries	Number
£40,000 – £44,999	0
£45,000 – £49,999	9
£50,000 – £54,999	2
£55,000 – £59,999	4
£60,000 – £64,999	0
£65,000 – £69,999	2
£70,000 – £74,999	1
£115,000 – £119,999	1

Figure 1 : NAO Gross costs at 199899 prices

