



Departmental Report 2003



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Departmental Report 2003

Cabinet Office

Presented to Parliament by the Minister for the Civil Service and the
Chief Secretary to the Treasury, by Command of Her Majesty – May 2003

Cm 5926

£20.70

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Foreword

by the Permanent Secretary,
Sir David Omand



This year was one of considerable change for the Cabinet Office. A general election brought a much increased focus on the delivery and reform agenda for public services. This, and the pressing need to meet new challenges posed by international terrorism, led to the separation of the traditional central portfolios, with a new focus for the new Cabinet Secretary and the creation of my own post as Security and Intelligence Co-ordinator. There were also significant Ministerial changes, as the new Office of the Deputy Prime Minister was established as a department in its own right.

In the period that followed, the leadership of the department – our Ministers, the Cabinet Secretary and myself – moved to consolidate the structure of the department and to drive progress against our five core objectives. We have worked towards a much more cohesive centre which will improve the service we give to departments – for example, strengthening the links with HM Treasury through the Prime Minister's Delivery Unit. Significant progress is being made on the public services agenda.

As well as the Department's daily business that is described in this report, the Cabinet Office has been involved in supporting the military operations in Afghanistan and Iraq, in overseeing the operational response to the strike by the Fire Brigades Union, and supporting the lead departments in the Government's response to the terrorist atrocities in Bali and Kenya.

Staff in the Cabinet Office remain committed to the achievement of the objectives set out in this report.

A handwritten signature in black ink, appearing to be 'D Omand', written in a cursive style.

David Omand
May 2003

Cabinet Office Ministers



The Rt Hon The Lord Macdonald of Tradeston CBE

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

Lord Macdonald speaks for the Cabinet Office in the House of Lords and has ministerial oversight of:

- the Cabinet Office's work leading and supporting the delivery and reform of public services;
- the work of the Civil Contingencies Secretariat;
- the better regulation agenda across Government;
- the work of the Shareholder Executive;
- Transport issues in the House of Lords;
- and is responsible to Her Majesty The Queen for the general administration of the Duchy of Lancaster, in which he is supported by the Duchy of Lancaster Office.



Douglas Alexander Esq MP

Minister of State, Cabinet Office

Douglas Alexander speaks for the Cabinet Office in the House of Commons and has ministerial oversight of:

- the Cabinet Office's work in leading and supporting e-transformation in Government;
- the work of the Strategy Unit;
- the work of the Government Information and Communication Service and the Central Office of Information;
- the work of the Office of Public Services Reform on customer focus;
- Civil Service issues;
- public appointments and public bodies.

Other Ministers located in the Cabinet Office:

The Rt Hon The Lord Williams of Mostyn QC *Leader of the House of Lords and Lord Privy Seal*

The Rt Hon Dr John Reid MP *President of the Council and Leader of the House of Commons*

Ben Bradshaw MP *Parliamentary Secretary Privy Council Office*

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

Cabinet Office Senior Management



Sir Andrew Turnbull KCB CVO

Secretary of the Cabinet and Head of the Home Civil Service

As Secretary of the Cabinet, Sir Andrew Turnbull is responsible for:

- the work of the Secretariats which support the Prime Minister, Cabinet and Cabinet Committees;
- advice to the Prime Minister and, as appropriate, his Ministerial colleagues on matters to do with the management of the Government collectively including constitutional matters, propriety (including the Committees on Standards in Public Life), the machinery of Government and the conduct of Government during elections.

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

- leading the programme of Civil Service reform and its contribution to the improvement of public services;
- the work of the Delivery and Reform Group including the Strategy Unit, the Prime Minister's Delivery Unit; the Office of the e-Envoy, the Office of Public Services Reform, the Corporate Development Group and Reform Strategy Group; and
- the most senior appointments in the Civil Service.



Sir David Omand KCB

Security and Intelligence Co-ordinator and Permanent Secretary, Cabinet Office

Sir David Omand has the following responsibilities as Security and Intelligence Co-ordinator:

- Accounting Officer for the Single Intelligence Account (SIA);
- Chairmanship of the Permanent Secretaries' Committee on the Intelligence Services (PSIS) which provides advice on intelligence collection requirements, on the Agencies' programmes and expenditure, and on co-ordination issues such as promoting of joint working between the Agencies and with other Departments;
- Chairmanship of the Official Committee on Security which formulates policies on protective security and co-ordinates action; and
- oversight of the Civil Contingencies Secretariat and support for the Home Secretary in his role as Chairman of the relevant committees dealing with counter-terrorism and national resilience; managing the Government's response to crises should they arise.

The Cabinet Office Management Board

Members of the Management Board at the end of the 2002-03 financial year were:

Sir David Omand

Chair

Léonie Austin

Communication Group

Helen Ghosh

Machinery of Government Secretariat

Mike Granatt

Government Information and Communication Service

Alice Perkins

Corporate Development Group

Andrew Pinder

Office of the e-Envoy

Peter Wardle

Corporate Services Group

Professor Michael Barber

The Prime Minister's Delivery Unit

Jeremy Heywood

Principal Private Secretary to the Prime Minister

Millie Banerjee CBE

Non-executive member

Geoff Armstrong CBE

Non-executive member

Section 1

Overview and performance report

Introduction

1.1 The size and structure of the Cabinet Office changed considerably in 2002, following machinery of government changes and the associated appointment of new Ministers, a new Cabinet Secretary and a new Permanent Secretary.

1.2 The Office of the Deputy Prime Minister was established as a separate department and a number of functions transferred to it from the Cabinet Office, including: the Regional Co-ordination Unit and the Government Offices for the Regions; the Deputy Prime Minister's Central Policy Group; and the Social Exclusion Unit.

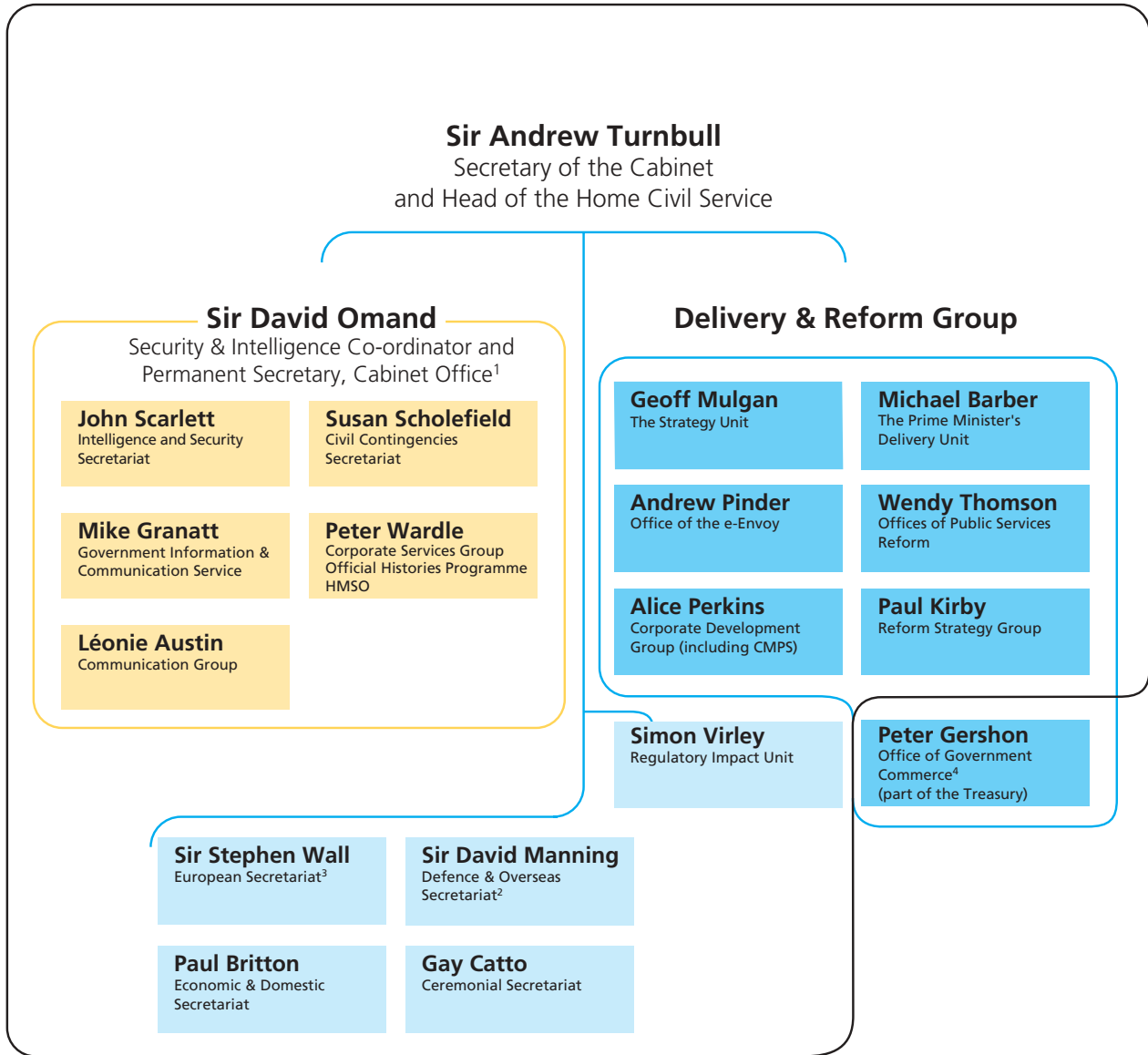
1.3 Further units were transferred to the Department for Trade and Industry: the Women and Equality Unit; Equality Co-ordination Unit; and two Non Departmental Public Bodies, the Equal Opportunities Commission and Women's National Commission.

1.4 Sir Andrew Turnbull became Cabinet Secretary and Head of the Home Civil Service in September following Sir Richard Wilson's retirement. Sir Andrew has reviewed the work of the Cabinet Office and refocused its activities to give the centre a greater capacity to drive through changes in the UK's public services particularly in the priority areas of education, health, transport, crime and asylum.

1.5 Sir David Omand was appointed to the new post of Security and Intelligence Co-ordinator and Permanent Secretary of the Cabinet Office in June. This new post has taken delegated responsibility from the Cabinet Secretary for security and intelligence co-ordination. It is designed to strengthen co-ordination of security and intelligence, and civil contingency matters and enhance the capacity of the Government to deal with risks and major emergencies should they arise.

1.6 The current organisational structure is shown in **figure 1**.

Figure 1 – Cabinet Office organisation chart



KEY ■ Reports to Sir Andrew Turnbull
 ■ Reports to Sir David Omand

NOTES

- 1 Sir David Omand is the Accounting Officer for the Cabinet Office and the Single Intelligence Account.
- 2 The Head of the Defence & Overseas Secretariat, Sir David Manning, is the Prime Minister's Foreign Policy Adviser.
- 3 The Head of the European Secretariat, Sir Stephen Wall, is the Prime Minister's European Adviser.
- 4 The Office of Government Commerce is part of the Treasury.

Spending Review 2002

1.7 The 2002 Spending Review (SR2002), the outcome of which was announced in July 2002, established the funding available to the Cabinet Office for the period from 2003-04 to 2005-06 and set the targets to be achieved. Expenditure plans are shown in the tables in section four of the report. This next section describes progress made against the SR2002 targets.

Progress against Public Service Agreement Targets

1.8 The objectives and targets agreed as part of the SR2002 and published in July 2002 in the Public Service Agreement (PSA), are as follows:

Objective 1 Support the Prime Minister in leading the Government.

Objective 2 Support the Government in transacting its business.

Target 1 Ensure departments deliver better regulation through:

- (i) full compliance with the Regulatory Impact Assessment process; and
- (ii) delivering the commitments in the Regulatory Reform Action Plan, including over 60 Regulatory Reform Orders by 2005.

Objective 3 Help deliver key public service priorities.

Target 2 Improve public services by working with departments to help them meet their PSA targets, consistently with the fiscal rules. (This is a joint target with HM Treasury.)

Target 3 Ensure departments meet the Prime Minister's targets for electronic service delivery by Government: 100 per cent capability by 2005, with key services achieving high levels of use.

Objective 4 Lead the reform programme for public services.

Target 4 Ensure that the Civil Service becomes more open and diverse, by achieving by 2004-05 the agreed targets of: 35% Senior Civil Service (SCS) to be women; 25% of top 600 posts to be filled by women; 3.2% of the SCS to be from ethnic minority backgrounds; and 3% of the SCS to be people with disabilities.

Target 5 Improve public services by working with departments to redesign services around the needs of customers and embed the four principles of public service reform, with progress measured by survey evidence.

Objective 5 Co-ordinate security, intelligence and civil contingencies matters to protect the UK against disruptive challenges.

Value for Money

Target 6 Achieve a 2.5 per cent saving per year on administrative resources.

1.9 There is a close relationship between the six SR2002 targets and the six targets agreed in the 2000 Spending Review (SR2000). A summary of the relationship between both sets of PSA targets is shown in **figure 2** – four of the SR2000 targets are

carried forward unchanged or slightly modified into SR2002, one has been superseded and one has been revised into a Service Delivery Agreement (SDA) target. SR2002 Target 2 is new.

1.10 A full report on the SR2000 targets is contained in the Autumn Performance Report (APR) 2002 which was published in December 2002 and can be found at www.cabinet-office.gov.uk/reports/psa/autumn_delivery/april2002.pdf.

1.11 Figure 3 sets out details of progress against the SR2002 targets. SR2000 target 4 is covered in Figure 2.

Figure 2 – Relationship between SR2002 PSA targets and SR2000 PSA targets

SR2000 PSA Target	Relationship to SR2002 PSA targets
<p>1. Ensure that rigorous Regulatory Impact Assessments of proposed regulations are undertaken and, for significant proposals, that the costs are justified by the total economic, social and environmental benefits.</p>	<p>Modified Target 1 1. Ensure departments deliver better regulation through: (i) full compliance with the Regulatory Impact Assessment process; and (ii) delivering the commitments in the Regulatory Reform Action Plan, including over 60 Regulatory Reform Orders by 2005</p>
<p>2. Ensure key public services have set in place strategies and targets for measuring and responding to users’ views.</p>	<p>Superseded by Target 5 5. Improve public services by working with departments to redesign services around the needs of customers and embed the four principles of public service reform, with progress measured by survey evidence.</p>
<p>3. Ensure departments meet the Prime Minister’s targets for electronic service delivery by government; 25 per cent capability by 2002 and 100 per cent capability by 2005.</p>	<p>Modified Target 3 3. Ensure departments meet the Prime Minister’s targets for electronic service delivery by Government: 100 per cent capability by 2005, with key services achieving high levels of use.</p>
<p>4. Deliver those elements of the published Civil Service Reform Programme which are being led by the Cabinet Office including new pay systems to sharpen team and individual performance; and new development and training packages to extend the skills of staff and enhance their leadership potential.</p>	<p>The latest position on pay systems is unchanged from the APR. More leadership development programmes have been introduced, including a leading edge e-learning module. PRIME: Leadership, and an on-line learning network, PLATINUM The ongoing elements of this target are carried forward in the SDA.</p>
<p>5. Ensure that the Civil Service becomes more open and diverse, by achieving by 2004-05 the agreed targets of: 35% Senior Civil Service (SCS) to be women; 25% of top 600 posts to be filled by women; 3.2% of the SCS to be from ethnic minority backgrounds; and 3% of the SCS to be people with disabilities.</p>	<p>Unchanged Target 4 4. Ensure that the Civil Service becomes more open and diverse, by achieving by 2004-05 the agreed targets of: 35% Senior Civil Service (SCS) to be women; 25% of top 600 posts to be filled by women; 3.2% of the SCS to be from ethnic minority backgrounds; and 3% of the SCS to be people with disabilities.</p>
<p>6. Achieve a 2.5 per cent efficiency saving per year on administrative resources.</p>	<p>Unchanged Target 6 6. Achieve a 2.5 per cent efficiency saving per year on administrative resources.</p>
	<p>New Target 2 (Joint target with HM Treasury.) 2. Improve public services by working with departments to help them meet their PSA targets, consistently with the fiscal rules.</p>

Figure 3 – Progress against SR2002 targets

Target 1	Ensure departments deliver better regulation through: (i) full compliance with the Regulatory Impact Assessments (RIA) process (ii) delivering the commitments in the Regulatory Reform Action Plan, including over 60 Regulatory Reform Orders by 2005.
Progress	Ongoing
Commentary	<p>The Cabinet Office Regulatory Impact Unit works with departments to promote the system of Regulatory Impact Assessments (RIAs) and identify actual and possible Regulatory Reform Orders (RROs).</p> <p>Procedures for measuring compliance with the RIA process were developed during 2002, leading to a trial assessment of the levels of compliance. These procedures were reviewed and a baseline figure for quantitative RIA compliance at consultation was published in March 2003. A new system for assessing the quality of RIAs is being developed. Full compliance is expected by the end of 2005-06.</p> <p>Following the National Audit Office (NAO) report <i>Better Regulation – Making Good use of Regulatory Impact Assessments</i> in November 2001 and the consequent Public Accounts Committee (PAC) report, revised guidance was put out for full public consultation in 2002 and published in January 2003. The revised guidance includes:</p> <ul style="list-style-type: none"> • strengthened guidance on alternatives to regulation; • examples of good practice; • increased emphasis on wider economic, social and environmental impacts; • more information about consultation; • strengthened guidance on the small firms' impact test; • guidance on the new competition test; and • takes account of the NAO and PAC recommendations. <p>A tracking database of Regulatory Reform Orders (RROs) has been established and guidance on RROs for departments was developed and put on the Cabinet Office website at www.cabinet-office.gov.uk/regulation/act/made2.htm. 27 per cent of Regulatory Reform Action Plan measures were already completed by January 2003.</p>
Target 2	Improve public services by working with departments to help them meet their PSA targets, consistently with the fiscal rules. (This is a joint target with HM Treasury.)
Progress	Ongoing
Commentary	A close working relationship between the Prime Minister's Delivery Unit and HM Treasury has been established, with responsibility for assessing departments' performance against their SR2002 PSA targets managed through a Joint Programme Board.

Figure 3 – Progress against SR2002 targets *continued*

Target 3	Ensure departments meet the Prime Minister's targets for electronic service delivery by Government: 100 per cent capability by 2005, with key services achieving high levels of use.
Progress	Ongoing
Commentary	<p>The latest Electronic Service Delivery returns carried out in Quarter 4 of 2002 show that 63 per cent of services were available electronically with departments continuing to work towards the 2005 target.</p> <p>The Office of the e-Envoy is to implement a more formal reporting process, with departments delivering 30 key services being required to make regular (at least quarterly) reports on progress towards key milestones, and all projects, building blocks and workstreams that comprise the e-Government Delivery Programme.</p>
Target 4	<p>Ensure that the Civil Service becomes more open and diverse, by achieving by 2004-05 the agreed targets of:</p> <p>35% Senior Civil Service (SCS) to be women; 25% of top 600 posts to be filled by women; 3.2% of the SCS to be from ethnic minority backgrounds; and 3% of the SCS to be people with disabilities.</p>
Progress	Ongoing
Commentary	<p>Significant improvements have been made in progress towards the targets up to October 2002 (latest available data):</p> <ul style="list-style-type: none"> • 25.8% (up from 17.8% in 1998) of the SCS are women; • 23.1% (up from 12.7% in 1998) of those in the very top management posts are women. This includes four women at Permanent Secretary level; • 2.8% (up from 1.6% in 1998) of staff at SCS level are from ethnic minority backgrounds; • 1.7% (up from 1.5% in 1998) of staff at Senior Civil Service level are disabled. <p>Key work has included:</p> <ul style="list-style-type: none"> • development and accelerated progression of junior staff in under-represented groups through the Pathways, Elevator Partnerships and the Disability Bursary Schemes. • the Diversity Division led a Civil Service-wide contribution to the Article 13 (equality in employment legislation) consultation. • the Senior Adviser on Diversity Strategy & Equal Opportunities raised awareness of the value of diversity to business delivery, by running seminars for departments and leading companies to follow up Business of Diversity research.

Figure 3 – Progress against SR2002 targets *continued*

Target 5	Improve public services by working with departments to redesign services around the needs of customers and embed the four principles of public service reform, with progress measured by survey evidence.
Progress	Ongoing
Commentary	<p>The Office of Public Services Reform (OPSR) is working with departments on embedding customer focus and the four principles of reform into their policy-making and service delivery. Over the past year the office has worked on the development of earned autonomy for schools, citizen-focused policing, primary care trust development, and the local government white paper. This work programme is now being extended to encompass a number of other key services over the coming year. OPSR is also working with departments on pay and workforce strategy, on reducing bureaucracy in public services, and on landscape and end-to-end reviews. The Cabinet Office will report annually on progress – success will be defined by the extent to which departments achieve the plans they make for embedding the four principles.</p> <p>A survey of a random sample of senior managers in public services has been commissioned by OPSR in order to measure their perception of progress in embedding the four principles over the past 12 months. This will set the baseline for measurement of progress over the next three years. This survey will be repeated on a regular basis during the Spending Review period to measure the extent to which managers perceive continued progress each year.</p> <p>Departments are being supported in their efforts to understand their customers more effectively and make better use of feedback. As part of this work the Charter Mark programme is being remodelled to support the Government's public service reform strategy. Changes in the levels of customer satisfaction with public services will be tracked over the period of the Spending Review. Success will be defined by the extent to which departments' PSA targets for improving customer satisfaction are achieved.</p> <p>The Public Sector Team in the Regulatory Impact Unit (RIU) works in collaboration with government departments, front line staff and stakeholder groups to agree practical ways to reduce and remove public sector bureaucracy and red tape. Recent <i>Making a Difference</i> reports have focussed on reducing burdens in hospitals, schools, the criminal justice system, police services and GP surgeries, having agreed changes with stakeholders rather than recommendations for action.</p>
Target 6	Achieve a 2.5 per cent saving per year on administrative resources.
Progress	Ongoing
Commentary	The department aims to manage within tightly constrained resources during 2003-04 by rigorously re-prioritising its objectives and carefully examining the level of resource required to deliver key outputs and outcomes.

Departmental Investment Strategy

1.12 The Cabinet Office Departmental Investment Strategy (DIS) for the SR2002 period can be found at www.cabinet-office.gov.uk/reports/psa/investment_strategy/report2002.pdf.

1.13 The SR2002 DIS includes details of progress against the DIS for the SR2000 period. Some highlights are given below:

- Work has progressed on plans to reduce the number of buildings on the Cabinet Office estate with the refurbishment of two properties in Whitehall.
- Capital expenditure on internal network improvements has enabled IT and e-commerce developments and the delivery of improved security, resilience and reliability of communications and other systems.
- The Office of the e-Envoy (OeE) has invested funding from rounds two, three and four of the Capital Modernisation Fund for core pieces of central infrastructure; the Government Gateway, ukonline.gov.uk and the Knowledge Network.
- The Gateway has been upgraded to allow:
 - all departments and Government organisations outside of the GSI to have access to the Gateway;
 - simpler registration and enrolment;
 - pre-registration of citizens and businesses to speed the process of dealing with Government online;
 - provision of services where the citizen or business is dealing with Government for the first time, such as VAT registration or benefit applications;
 - redesigned screens and better help pages;
 - a central payment engine.
- During the financial year 2002-03 the Gateway has routed over 850,000 successful e-Government transactions, over seven times the number in the year before.
- ukonline.gov.uk joins up information and services around key periods in people's lives, through Life Events, and improving navigation across government via Quick Find, the government search engine. Since redeveloping ukonline.gov.uk in January 2002 to use content management, there are now over 420,000 users accessing the portal a month, an increase of over 10 times the number of users before the refresh.
- In April 2003, ukonline.gov.uk was moved to the DotP platform (Delivery on the Promise). DotP is a central technology infrastructure designed to host multiple Government websites. Using this new system reduces the delivery time for new websites through re-use of common components and drives economies of scale through re-use of infrastructure.
- The Centre for Management and Policy Studies (CMPS) agreed a Public Private Partnership (PPP) deal which will deliver a refurbishment of and upgraded facilities at its Sunningdale site, ensuring that the provision of quality training contributes to achieving public service reform.
- The Government Car and Despatch Agency (GCDA) has continued with its vehicle replacement programme including the purchase of dual fuelled vans to add to the existing fleet of 'green' vans.

Section 2

The work of the Cabinet Office

2.1 This section outlines the work of the units within Cabinet Office in relation to the department's five objectives:

Objective 1 To support the Prime Minister in leading the Government.

Objective 2 To support the Government in transacting its business.

Objective 3 To help deliver key public service priorities.

Objective 4 To lead the reform programme for public services.

Objective 5 To co-ordinate security, intelligence and civil contingencies matters to protect the UK against disruptive challenges.

2.2 Where the work of units is linked to more than one objective, this is indicated. Some units have a central support role and their work contributes to the achievement of all objectives.

2.3 A breakdown of the resource budget for 2002-03 by objective is shown at the end of the section in **figure 4**.

Objective 1 – To support the Prime Minister in leading the Government

The Prime Minister's Office

2.4 The Prime Minister's Office, No 10, works with the Cabinet Office to provide central direction for the development, implementation and presentation of Government policy. No 10 plays a role in most areas of Government business. During 2002, some of the main pre-occupations were driving forward the Government's programme of reform in the public services and, on the international side, helping shape the Government's position on the future of Europe and continuing to tackle the 'war on terror'.

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

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

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

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

2.9 The **Events and Visits Office** manages all visits between the Prime Minister and overseas Heads of Government. Official tours, receptions at Downing Street and regional and international visits are organised by his staff.

2.10 All the Prime Minister's communications are issued from No 10 – the strategy is devised and co-ordinated by the **Strategic Communications Unit**. The No 10 **Press Office** handles day to day contact with the media. The **Corporate Communications Division** is responsible for all forms of communication directly to and from the public, including managing the Prime Minister's correspondence and the No 10 website www.pm.gov.uk. Visitor numbers to the No 10 website continued to rise during 2002 with over 3.3 million visits.

2.11 The **Honours and Appointments** sections at No 10 support the Prime Minister in his constitutional role of advising the Queen on honours and Crown appointments, and in those public appointments, which he either makes himself or on which his views are sought. During 2002, notable appointments included the new Archbishop of Canterbury.

2.12 Underpinning all responsibilities is the administrative support provided by the team of **Duty Clerks** and the **Garden Room** staff who work a range of shifts to provide a 24/7 service throughout the year. Corporate support is provided by **Operations** for the whole of No 10 including Facilities Management, Security, IT and Telecommunications, Finance and Human Resources.

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

Objective 2 – To support the Government in transacting its business

Strategy Unit

2.14 The Strategy Unit (SU) was created in June 2002 following a merger between the Performance and Innovation Unit (PIU), the Prime Minister's Forward Strategy Unit (PMFSU) and the Policy Studies Directorate of the Centre for Management and Policy Studies (CMPS).

2.15 The SU carries out long-term strategic reviews and policy analysis which can take several forms: long-term strategic reviews of major areas of policy; studies of cross-cutting policy issues; strategic audit; and working with departments to promote strategic thinking and improve policy-making across Whitehall. The Minister of State chairs the Strategy Unit Board.

2.16 The Unit's cross-cutting work this year has included: reviews of energy policy, charity law and regulation; how Government manages risk and uncertainty, and waste policy; and how to increase participation in sport and physical activity. The unit also managed the inter-departmental Review of Childcare, and contributed to the development of Ofcom's policy through the report on Electronic Networks.

No 10 Strategic Objectives

- To enable the Government to meet its key objectives by providing excellent policy support to the Prime Minister;
- To ensure effective communication with Parliament, the media and the public;
- To maintain effective support to the Prime Minister on the policy and process of honours and appointments;
- To manage No 10 efficiently ensuring proper integration and co-ordination, and happy and fulfilled staff.

2.17 The following reports were published in 2002:

- The Energy Review (February);
- Modernising Government Loans (March);
- Privacy and Data Sharing (April);
- Private Action, Public Benefit: A review of charities and the wider not-for-profit sector (September);
- Risk: Improving Government's Capability to Handle Risk and Uncertainty (November);
- Waste Not, Want Not: A Strategy for Tackling the Waste Problem (November);
- In Demand: Adult Skills in the 21st Century – Part 2 (November);
- Delivering for Children and Families: The Inter-Departmental Childcare Review (November);
- Electronic Networks: Challenges for the Next Decade (December);
- Game Plan: A strategy for delivering Government's sport and physical activity objectives (December).

2.18 The Unit has also published a short report on Social Capital as well as a series of discussion papers on issues such as Creating Public Value, Geographical Mobility and Life Satisfaction. The Strategic Futures programme continued its series of high-level seminars and papers, including work on high-performing cities and addictive behaviour.

2.19 New work started during 2002 included projects on Misuse of Alcohol, and the overall cost and benefits of Genetically Modified (GM) crops (in parallel with a review of the science of GM and a programme of public consultation and debate). The Unit has also begun work on Strategic Audit – looking at where the Government stands in relation to its main objectives.

2.20 In September 2002, Sue Duncan was appointed Government Chief Social Researcher. She is leading the SU's work on:

- maintaining quality and standards of government social research;
- co-ordinating research planning across government departments; and
- ensuring government analysts have a co-ordinated approach and use analytical skills effectively.

2.21 Information about the SU and copies of its reports can be found on the website: www.strategy.gov.uk.

Economic and Domestic Affairs Secretariat

2.22 The main role of the Economic and Domestic Affairs Secretariat (EDS) is to assist in collective decision making on major issues across the full range of the Government's domestic policy. It also helps to develop and manage the Government's legislative programme. The EDS supports the work of Cabinet and Cabinet Committees, which are a main forum for collective policy decisions, and works closely with No 10, the Treasury and other departments to broker agreements across Whitehall. It co-ordinates policy on public sector pay and chairs the Pay and Workforce Co-ordinating Group which has oversight of the Government's response to the Pay Review Bodies, reviews departments' pay and workforce strategies and advises Ministers on pay policy issues. The EDS also undertakes individual studies and pieces of work to provide advice to the Prime Minister and Government, on issues where a cross-departmental view is essential, and supports the Legislative Programme Committee, which decides each Parliamentary Session's Bills and oversees their preparation.

2.23 The work of the EDS is central to the processes of collective Government, and supports the delivery of many of the PSA targets. In particular the EDS has contributed to policy development around service delivery (PSA target 5), for example through work with the Department of Trade and Industry to modernise the Office of Manpower Economics, the brokering of agreements on Foundation Hospitals and Higher Education funding policy, and the development of policy on Antisocial Behaviour. EDS also supported the Ministerial Committee on Public Services and Public Expenditure (PSX) during the 2002 Spending Review.

European Secretariat

2.24 The European Secretariat is headed by the Prime Minister's policy adviser on EU matters, Sir Stephen Wall. Its key business objectives are to help drive forward the Prime Minister's European agenda and to ensure the effective co-ordination of EU policy work within Government. In doing this, the Secretariat

provides the Prime Minister, the Foreign Secretary and other Ministers with advice on the substance and presentation of EU issues. It provides Secretariat support for the Foreign Secretary in his role as Chairman of the Ministerial Committee dealing with EU matters. The Secretariat also runs a weekly meeting with the UK's Permanent Representative to the EU and senior officials in Whitehall, to discuss the tactics and handling of key issues coming up for discussion in the Council of Ministers and elsewhere and to make recommendations to Ministers.

Machinery of Government Secretariat

2.25 From April 2003, the work of the Machinery of Government Secretariat (formerly the Central Secretariat) transferred to other parts of the Cabinet Office. This work includes advice to the Cabinet Secretary, Ministers and senior officials on a wide range of issues supporting the effective running of government – ethics and standards issues in relation to Ministers, civil servants and special advisers, ministerial responsibilities and accountability, departmental responsibilities, proposals for a Civil Service Act and the establishment and conduct of enquiries. Responsibility for policy on public appointments (including the Public Appointments Unit) and on Executive Agencies and Non-Departmental Public Bodies (NDPBs) is also being transferred.

2.26 In 2002-03, the Public Appointments Unit (PAU) transformed its activity in order to make it easier for members of the public to find out about and apply for vacancies on NDPBs as part of its work to increase the diversity of people holding public appointments. The Public Appointments Register was wound up, and a new website www.publicappts-vacs.gov.uk went live at the end of March. The website shows details of all current and ongoing vacancies on NDPBs, enables people to search for vacancies on the basis of their interests and locality and gives information on how to apply.

Regulatory Impact Unit

2.27 The Regulatory Impact Unit (RIU) works with other government departments, agencies and regulators in finding the right balance between promoting productivity and competitiveness and providing a framework for a fair, healthy and secure society. It is concerned to ensure that Ministers are aware of the cumulative effect of regulation on

businesses and investigates ways of reducing bureaucracy and red tape in the public sector. It does this through several teams.

2.28 Business Regulation Team (BRT) was set up in September 2001 to reduce the burden of current regulation on business. Half of the team is seconded from industry. A report describing in detail the results of BRT's 2002 work programme was published in February 2003.

2.29 The **Scrutiny Team** works closely with departments to ensure that burdens imposed by forthcoming regulation are kept to a minimum and to improve the overall standard of Regulatory Impact Assessments (RIAs).

2.30 The newly formed **Regulatory Reform Strategy Team** liaises with other government departments' Regulatory Impact Units, provides guidance on regulatory impact assessments and is joint secretariat for the Panel for Regulatory Accountability. The Team is also responsible for managing the programme of reform in the Government's Regulatory Reform Action Plan and supporting departments taking through Regulatory Reform Orders (RROs). From January 2003 the team took on responsibility for the Cabinet Office Code of Practice on Consultation and consultation policy.

2.31 Since 1999 the **Public Sector Team** (PST) has been pioneering its approach to reducing burdens on front line public sector staff. Its novel and direct approach to tackling bureaucratic and paperwork burdens has liberated more staff hours to deliver services to the public:

- frontline staff and managers identify the changes they would like made;
- PST negotiates with stakeholders (central departments, agencies and others) to agree to make changes by a target date;
- collaborates with stakeholders to ensure the changes promised are implemented and results communicated back to the front line;
- the Team's work is presented in a series of *Making a Difference* reports. Recent reports have addressed bureaucracy in hospitals, health inspections, criminal justice system, education and public procurement.

2.32 The **Europe and Economics Team** works closely in partnership with other groups both in the UK and the rest of Europe to improve the way European laws are made and how they are put into practice in the UK. It also provides advice to the RIU on the economic aspects of regulatory impact assessments and on the economic impact of European regulation.

2.33 More information can be found on the website www.cabinet-office.gov.uk/regulation/index.htm.

2.34 The RIU also provides the secretariat for the independent **Better Regulation Task Force**. A description of its work can be found in section 3.

Ceremonial Secretariat

2.35 The Ceremonial Secretariat supports the Prime Minister in the preparation of the Honours Lists and deals with honours policy. Its aim is to produce timely recommendations for honours and awards which are regarded as fair and representative, reflecting the Government's priorities and public input. As well as operating the Prime Minister's Honours List, the Secretariat's objectives include providing a high quality public nominations service and promoting the recognition of acts of gallantry in the UK.

2.36 More information can be found on the website www.cabinet-office.gov.uk/ceremonial.

Government Information and Communication Service

2.37 The Government Information and Communication Service (GICS) is a network of communication professionals who are employed by the departments or agencies in which they work. Its role is to help the Government of the day to communicate with its many stakeholders as effectively as possible using all modern communications methods.

2.38 The GICS centre aims to ensure that Government is well equipped for communicating with its public. It is responsible for setting GICS standards; the recruitment, development and promotion of staff; cross-departmental communication services; and co-ordinating the presentation of major cross-government issues and emergencies.

2.39 More information can be found on the website www.gics.gov.uk/thegicstoday.

Parliamentary Counsel Office

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

2.41 More information can be found on the website www.cabinet-office.gov.uk/parliamentary-counsel.

Office of the Lord Privy Seal and Leader of the House of Lords

2.42 The Office of the Lord Privy Seal and Leader of the House of Lords supports the Minister in both his Ministerial and Parliamentary duties. These primarily involve leading the Government Front Bench in the House of Lords, and overseeing, with the Chief Whip, the Government's legislative programme in the House of Lords; Government spokesperson for Northern Ireland issues in the House of Lords; his membership of numerous Cabinet Committees; and his Chairmanship of both the Special Advisers Remuneration Committee, and of the Trustees to the Government Estates of Chequers, Chevening and Dorneywood.

Office of the Government Chief Whip (House of Lords)

2.43 The Office of the Government Chief Whip (House of Lords) provides support to the Chief Whip in securing the passage of Bills through the House of Lords and successfully completing the Government's legislative programme. It acts as a channel of communication between the Government and the opposition parties on parliamentary matters and co-ordinates parliamentary business in the House of Lords. The Office provides support, advice and guidance on the legislative programme to Ministers, government departments and back-bench Peers.

2.44 The Office also supports the Lord Privy Seal in his role as Leader of the House of Lords; and a ministerial team of seven Whips in their roles as spokespersons for various government departments and in their royal duties as Lords and Baronesses in Waiting.

Office of the Government Chief Whip (House of Commons)

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

Objective 3 – To help deliver key public service priorities

Prime Minister's Delivery Unit

2.46 The Prime Minister's Delivery Unit was established in June 2001 to monitor progress on and strengthen the Government's capacity to deliver its key priorities across education, health, crime and transport.

2.47 Following the 2002 Spending Review, the Delivery Unit's remit has widened. The Delivery Unit retains its focus on domestic service delivery but the Delivery Unit and the Treasury are now jointly responsible for the shared Public Service Agreement (PSA) target: to improve public services by working with departments to help them meet their PSA targets, consistently with the fiscal rules.

2.48 Working in close collaboration with the Treasury, the Delivery Unit ensures that departments have in place effective delivery plans for their PSA targets, with robust and clear milestones and trajectories showing how delivery will be achieved. The Unit also helps departments achieve successful delivery through problem solving and interventions, and reports regularly to the Prime Minister on progress towards the delivery priorities.

2.49 The Unit is headed by the Prime Minister's Chief Adviser on Delivery, Professor Michael Barber.

Office of the e-Envoy

2.50 The Office of the e-Envoy was established in 1999 to spearhead the Government's agenda to get the UK online. It is acting as a change agent across

government departments to co-ordinate and help to ensure departments meet the Prime Minister's target for electronic service delivery: 100 per cent of services online by 2005 with key services achieving high levels of use.

2.51 Douglas Alexander announced new measures to improve Government's approach to IT-enabled business change. Departments will be spending over £6 billion on Information and Communication Technology (ICT) over the next three years (including spend on key services) and it is imperative that projects and programmes are better defined, managed, procured and delivered. Peter Gershon in the Office of Government Commerce will be leading this work, collaborating closely with Andrew Pinder in the Office of the e-Envoy and with other key delivery departments.

2.52 To maximise the impact of e-Government on the wider reform of public services, the most popular services need to be made available as soon as possible. These include: services to business; benefits and personal taxation; transport; booking information; education; health; citizen interactions with the justice system; land and property; agriculture and e-democracy.

2.53 In November 2002, the Ministerial Committee, PSX(e) approved the setting up of a core e-Government Delivery Programme (e-GDP) which includes these key services and aims to ensure that available resources are directed towards those services where successful e-enablement and high take-up will have the greatest impact. OeE also provides a citizen-focused entry point to all government information and services via ukonline.gov.uk. Usage of the service increased almost ten fold from 48,000 in January 2002 to 440,908 in January 2003.

2.54 Since then, OeE has been working with departments to develop the e-GDP through ten separate workstreams. Each member of the e-GDP Board has taken personal responsibility for leading the work to address one of the workstreams, supported by OeE and, where appropriate, other parts of the Centre such as the Office of Government Commerce (OGC) and the Treasury. The aim of each workstream is to manage and address key cross-cutting risks: Leadership; Capability; Building Blocks; Business case; Integrating around customers; Trust;

Customer access; marketing and communications; Delivery through intermediaries; and Overall Programme direction.

2.55 More information can be found on the website www.e-envoy.gov.uk.

Objective 4 – To lead the reform programme for public services

Office of Public Services Reform

2.56 The Office of Public Services Reform (OPSR) works with departments to take forward the implementation of the government's public service reform programme, embedding four key principles:

- it is the government's job to set **national standards** that really matter to the public, within a framework of clear accountability, designed to ensure that citizens have the right to high quality services wherever they live.
- these standards can only be delivered effectively by **devolution and delegation** to the front-line, giving local leaders responsibility and accountability for delivery, and the opportunity to design and develop services around the needs of local people.
- more **flexibility** is required for public service organisations and their staff to achieve the diversity of service provision needed to respond to the wide range of customer aspirations. This means challenging restrictive practices and reducing red tape; greater and more flexible incentives and rewards for good performance; strong leadership and management; and high quality training and development.
- public services need to offer expanding **choice** for the customer. Giving people a choice about the service they can have and who provides it helps ensure that services are designed around their customers. An element of contestability between alternative suppliers can also drive up standards and empower customers locked into a poor service from their traditional supplier.

2.57 OPSR's work programme is founded on the delivery of the following six objectives:

- to give definition and recognition to the Government's reform strategy across the public services;
- to bring greater customer focus to key public services and ensure that policy aims and delivery priorities are aligned to customer needs and expectations;
- to apply the principles of reform in particular public services by examining their central and local structures, incentives, powers, capabilities and capacity – freeing the front line, involving the private and voluntary sector, developing new organisational forms, and extending best practice;
- to cut red tape and reduce the unnecessary burden of controls and regulation on frontline public services, working closely with the Regulatory Impact Unit;
- to establish a centre of expertise to advise departments on pay and workforce issues affecting public service reform;
- to design and disseminate a method for departments to reform the governance and outcomes of their delivery vehicles and business processes.

2.58 More details can be found in *Reforming our Public Services: Principles into Practice* published in March 2002 and available on the OPSR website – www.pm.gov.uk/opsr.

Reform Strategy Group

2.59 The Reform Strategy Group is a new group which forms part of Sir Andrew Turnbull's central Delivery and Reform Team at the Cabinet Office.

2.60 Its aim is to improve public services by working with departments to redesign services around the needs of customers and embed the four principles of public service reform, with progress measured by survey evidence.

2.61 Its objectives are to:

- define the overall reform strategy and co-ordinate the work of the other Delivery and Reform Units to deliver that strategy;
- develop Performance Partnerships with significant delivery departments;
- ensure departments have rigorous change programmes and agree key priorities for change and combined support from the centre (Cabinet Office, No 10 and the Treasury);
- take strategies that are not working and, drawing on expertise, design and test new strategies and delivery systems;
- support the Civil Service Management Board and help Sir Andrew Turnbull to communicate the delivery and reform agenda throughout the civil service.

2.62 The Reform Strategy Group is leading the work to develop 'Performance Partnerships' with every significant delivery department. The Partnerships will clarify:

- internal priorities for change and priorities in terms of Public Service Agreements (PSAs), major projects and top delivery issues;
- whether each department has the right leadership (Senior Civil Service), the right strategic focus, the right engagement of delivery stakeholders and the right management of delivery;
- the views of stakeholders and frontline managers, staff and others;
- change programmes to ensure that the organisation can fulfil its purpose and priorities;
- customer-focused support from the centre (Cabinet Office, Treasury and No 10);
- cross-Whitehall action to identify good practice from which others can learn, failures to be avoided and topics which can be tackled collaboratively between departments.

2.63 More information can be found on the website www.civil-service.gov.uk/reform.

Corporate Development Group

2.64 Corporate Development Group (CDG) was created in September 2002 as part of Sir Andrew Turnbull's restructuring of the Cabinet Office,

bringing together Civil Service Corporate Management and Reform (CSCMR) and the training and development arms of the Centre for Management and Policy Studies (CMPS).

2.65 CDG spearheads work on identifying and bringing in more talent; developing and rewarding it better; and raising the capability of Human Resources (HR) management throughout the Civil Service. It does this through five Directorates:

- Talent Directorate
- Performance Directorate
- HR Strategy Directorate
- Development Directorate
- Civil Service College Directorate

2.66 Good leadership is crucial to delivering the reform agenda. The **Talent Directorate** (TD) is contributing to this by ensuring that Departments and the Civil Service as a whole brings in and brings on the right talent at the right time and in the right places. TD has developed a programme of work to support Departments to better inform and strengthen their current senior talent pools and their future senior talent pipelines. TD is made up of Succession Planning and Diversity Division (SPDD) and Fast Stream, Europe, Recruitment and Statistics Division. The Directorate has a number of objectives:

- to support staff appointment and development at the most senior levels, including Permanent Secretary appointments, induction and pay; the annual Succession Planning round; and the Senior Appointment Selection Committee (SASC) on future strategic issues;
- to support the achievement of PSA targets on diversity, including development of a corporate Civil Service diversity policy;
- to facilitate interdepartmental transfers and private sector interchange, including support of the Whitehall and Industry Group and the Prince's Trust;
- to carry out Fast Stream recruitment, including the European Fast Stream, on behalf of Departments;
- to promote awareness and the image of Civil Service careers, especially the Fast Stream to ethnic minority and disabled undergraduates;

- to produce and publish Civil Service personnel statistics.

2.67 The Performance Directorate covers all aspects of performance management, reward and recognition systems; employee relations; and retirement and pensions arrangements. The aims and objectives of the Directorate are wide-ranging:

- to provide cross Whitehall support and advice on job evaluation methodologies that underpin pay systems and provide protection against equal value challenges, making sure they compliment Civil Service reform values and are applied consistently across Whitehall;
- to analyse and share information on pay and performance issues with Departments and agencies to assist optimal operation of delegated pay arrangements;
- to provide policy advice to Departments and agencies on employee relations and current employment law, acting as the 'voice' of the central government employer when the need arises.

2.68 HR Strategy Directorate, works on the overall HR framework and the Modernising People Management project to make the way people are managed more professional. The objectives for the Modernising People Management project include:

- piloting a basket of HR measures to benchmark performance against other organisations in the private and wider public sector;
- developing arrangements to build competence and confidence in HR professionals;
- research, development and dissemination of best practice in HR.

2.69 The Development Directorate and the Civil Service College Directorate together provide CMPS products and services. The Centre for Management and Policy Studies (CMPS) is Europe's leading provider of training and development for public sector managers. CMPS courses, programmes and tailored training cover the skills and knowledge that public servants need to meet the challenges of improving delivery in the 21st century. CMPS products and services are designed to help individuals acquire the

skills and master the processes for the transformation of public sector delivery.

2.70 Development Directorate runs seminars for Ministers and offers corporate programmes, support and advice for the top leaders and future business leaders of the Civil Service, the wider public sector and the private sector. The Directorate also offers seminars, conferences and other high-level events to support improved policy-making and delivery of services. The Directorate's objectives include:

- to support the delivery and reform agenda by strengthening leadership and other behaviours required among present and future members of the Senior Civil Service;
- to expand access to learning and engagement in change through development of e-learning;
- to meet workforce development issues, including skills and qualifications, and commission development products to improve leadership capacity across the Civil Service.

2.71 Civil Service College Directorate offers a range of programmes and courses including management development training; developing and enhancing policy-making skills; specialist training in key professional skills such as procurement, programme and project management and human resources; and the opportunity to gain professionally recognised qualifications. It also provides fully customised development programmes and a management consultancy service to fit the precise needs of organisations in the Civil Service, the wider public sector, the private sector and international governments. The Directorate works internationally in partnership with emerging democracies and democracies in transition as they seek sustainable capacity to reconstruct and modernise their public administration. The Directorate aims:

- to deliver a full range of training programmes proposed by the Directorate as set out in the CMPS Portfolio; and
- to undertake international comparisons of policy; provide high level support to EU accession states and transition economies; and enhance UK standing and facilitate exchange through well managed inward international visits.

2.72 More information can be found on the websites www.cabinet-office.gov.uk/civilservice and www.cmops.gov.uk.

Her Majesty's Stationery Office

2.73 HMSO delivers access and re-use of government information through innovative e-services at www.hmso.gov.uk which receives over 14.5 million hits each month. There are over 2,800 online Click-Use Licences enabling immediate re-use of core government material. The Government's Information Asset Register is now populated by 2,500 searchable records representing 75 departments. The Information Fair Trader Scheme was launched in July with the first accredited trading fund recognised in January 2003. Electronic registration of statutory instruments was introduced across the UK in October. HMSO negotiations on the European Directive on Public Sector Information continue to progress.

Objective 5 – To co-ordinate security, intelligence and civil contingencies matters to protect the UK against disruptive challenge

Defence and Overseas Secretariat

2.74 The key function of the Defence and Overseas Secretariat is to ensure the effective co-ordination, across all government departments and Agencies, of policy on **defence, security** and **foreign affairs**. It continues to be at the forefront of work to advance the Government's agenda in these areas, as well as develop longer term strategy. This is achieved through the formal Cabinet Committee machinery, such as the Defence and Overseas Policy Committee and its sub-committees, as well as through ad-hoc arrangements. The Secretariat also provides timely and informed advice to the Prime Minister and other Ministers on all major defence and overseas issues (except for EU business). Over the past year, it has co-ordinated policy development towards Iraq, Afghanistan, Zimbabwe, India/Pakistan, Russia, and the Middle East Peace Process. It has also managed the cross-cutting conflict prevention pools. The Secretariat has also been at the vanguard of work on counter-terrorism, and has co-ordinated a raft of work on protective and preventive security.

2.75 In addition, the Secretariat is also responsible for the UK's crisis management machinery, including maintaining plans and facilities for responding to home and overseas emergencies. It plays a central role in crisis management, by bringing together officials from key departments to co-ordinate the UK's political, military and economic response to crises. The Secretariat has been active in co-ordinating and managing the contribution of government departments to the policy on Iraq before, during and now after the conflict. It also conducted two major exercises to test both national and departmental crisis management plans, procedures and facilities.

Intelligence and Security Secretariat

2.76 The Intelligence and Security Secretariat (ISS) is at the centre of the UK's intelligence and security network. Its prime function is to support the Joint Intelligence Committee (JIC), which provides Ministers and senior officials with regular intelligence assessments on a wide range of issues of both immediate and longer-term importance to national interests, primarily in the fields of security, international crime, defence and foreign affairs. JIC helps inform the policy-making process across Whitehall. The ISS co-ordinated the Government's assessment of Iraq's weapons of mass destruction, published last September. It has also provided regular intelligence briefings and assessments to Ministers as the crisis in Iraq has unfolded.

2.77 The Chairman of JIC is specifically charged with ensuring that the Committee's warning and monitoring role is discharged effectively. He is also responsible for preparing intelligence requirements for Ministerial approval, and promoting policy developments within the intelligence community. Security Policy Division, which is part of the ISS, is responsible for co-ordinating protective security policy across government departments, associated bodies and international organisations where the UK has an interest, such as NATO and the EU. It also provides secretariat support to the Security Commission and the Security Vetting Appeals Panel.

2.78 The ISS also directs, manages and co-ordinates the SCOPE Business Change Programme. This will increase the Government's ability to make use of

secret intelligence by making it available flexibly and securely to those who need it.

2.79 More information can be found on the website www.official-documents.co.uk/document/caboff/nim/natint.htm.

Civil Contingencies Secretariat

2.80 The Civil Contingencies Secretariat (CCS) was set up to improve the resilience of central government and the UK. Resilience is defined as the ability to handle disruptive challenges that can lead to, or result in, crisis. In this work, the CCS directly supports the Home Secretary who chairs the relevant Cabinet Committees: DOP(IT)(T) which oversees the work on protective and preventive security; DOP(IT)(R) which works to build the UK's resilience and ability to manage the consequences of major emergencies; and the CCC which meets to oversee lead Department management of major emergencies once they have taken place.

2.81 Following a reorganisation in 2002, CCS's current objectives are to:

- assist other departments to anticipate and prepare for crisis through a horizon scanning capability;
- ensure that the Government can continue to function and deliver public services during crisis, by working with other departments to ensure that plans to cover the potential disruptions to the UK infrastructure are in place and exercised;
- lead the delivery of improved resilience to disruption across government and the public sector;
- improve the capability at all levels of government, the wider public sector and the private and voluntary sectors to prepare for, and deal with, potential challenges through the development of key skills and awareness.

2.82 The CCS played a major role this year in organising the Government's operational response to industrial action in the fire service and in minimising the disruption caused.

2.83 The Emergency Planning College, part of the CCS, has a key role in improving skills and awareness. The College recently embarked on a major capital

investment programme which will improve the accommodation and teaching facilities and is due for completion in July 2004.

2.84 Since it was set up in June 2001, the CCS has led the work to bring about significant improvements in national resilience. Plans have been made and exercised for central government handling of an emergency, business continuity plans for departments, arrangements for the continuity of government in the event of serious attack, and new instructions issued on which department leads on each type of emergency or incident. Work is also well advanced on a Civil Contingencies Bill, which will create a long-term, clear and coherent foundation for civil protection in the UK.

2.85 More information can be found on the website www.ukresilience.info.

Corporate and Support Services

Corporate Services Group

2.86 Corporate Services Group (CSG) manages the provision of all the key services which people in the Cabinet Office need to help them get their jobs done – the Group's overall aim is to create an environment which supports people in the Cabinet Office in delivering their objectives. Its services include:

- financial management
- human resources management
- buildings and related services
- IT and communications
- internal audit
- records management and access to information
- business development

2.87 Corporate Services Group continued to provide a full range of services during 2002/03. One of the highlights of the year was the opening of newly-refurbished offices in Whitehall which are now occupied jointly by the Cabinet Office and the Office of the Deputy Prime Minister.

Communication Group

2.88 Communication Group (CG) works with Ministers and officials to ensure effective communication of Cabinet Office policy and activity by:

- advising on communication issues during policy development;
- advising on the best way to communicate to ensure maximum impact; and
- managing the tools of communication.

2.89 The **Press Office** advises Ministers and policy colleagues on the best way to secure free editorial coverage in the print, broadcast and electronic media. The **Corporate Communication Team**

provides external and internal marketing advice, advises on the use and procurement of paid publicity, manages electronic communication and facilitates internal communication. **The Strategic**

Communication and Planning Team advises on communication during the business planning process, is a strategic link with communication staff across the Cabinet Office and produces the forward look diary in consultation with No 10. The team manages the content for the Cabinet Office Research and Briefing System (CORBS).

2.90 The Cabinet Office is a first choice for many recruits into the Government Information and Communication Service so the quality of new staff is high, helping the group in its aim to be the best provider of expert communication advice and services in Government.

Figure 4 – Breakdown of resource budget¹ for 2002-03 by objective

	Objective	Budget in £'000
1.	To support the Prime Minister in leading the Government (Prime Minister's Office)	13,490
2.	To support the Government in transacting its business	25,455
3.	To help deliver key public service priorities	21,279
4.	To lead the reform programme for public services	26,006
5.	To co-ordinate security, intelligence and civil contingencies matters to protect the UK against disruptive challenges	53,368
	Corporate/Support services/Other ²	95,854
	Total	235,452

Notes

1. Outturn for each objective, including apportioned corporate costs, will be reported in the Resource Accounts for 2002-03.
2. Other includes Anually Managed Expenditure.

Section 3

Other Services to Central Government and the Wider Public Sector

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

- Advisory Non Departmental Public Bodies (NDPBs)
- The Independent Offices – (including two advisory NDPBs) which are funded through Cabinet Office to carry out services of a regulatory nature
- The Central Office of Information
- Civil Superannuation
- the Government Car and Despatch Agency – an executive agency

Advisory Non Departmental Public Bodies (NDPBs)

Better Regulation Task Force

3.2 The Better Regulation Task Force was established in September 1997. It is an independent body that advises Government on action to ensure that regulation, and its enforcement, accord with the five principles of good regulation: transparency; accountability; proportionality; consistency; and targeting. In the period under review, the Task Force produced reports on: employment regulations; local delivery of central policy objectives; higher education; and the regulation of scientific research. It has also organised a seminar on the Information and Consultation Directive, and three conferences following up previous Task Force reports. These looked at: regulation and small firms; corporate governance in the public sector; and whether regulation is improving care standards.

3.3 Further information, including the Task Force's Annual Report, can be found at: www.brta.gov.uk.

Civil Service Appeal Board

3.4 The Civil Service Appeal Board is sponsored by Corporate Development Group. It hears appeals from civil servants against:

- dismissal and early retirement;
- the withholding of compensation under the Civil Service Compensation Scheme to civil servants dismissed on inefficiency grounds;
- refusal to allow participation in political activities;
- forfeiture of superannuation.

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

Committee on Standards in Public Life

3.6 The Committee on Standards in Public Life (‘the Wicks Committee’) is an independent body, charged with examining current concerns about standards of conduct of all holders of public office. The Committee reports to the Prime Minister, who appoints the Chair and members. The Committee is not empowered to investigate individual allegations of misconduct.

3.7 In 2002, the Committee held a series of public hearings to take evidence on matters concerning its Eighth and Ninth inquiries, which had been announced towards the end of 2001. As a result, in November 2002, the Committee published its Eighth Report, Standards of Conduct in the House of Commons.

3.8 The Committee published its Ninth Report, Defining the Boundaries within the Executive: Ministers, Special Advisers and the permanent Civil Service, in April 2003.

3.9 The Committee’s Annual Report and other publications can be accessed from the Committee’s website at www.public-standards.gov.uk.

Honours Scrutiny Committee

3.10 The Honours Scrutiny Committee is associated with the Ceremonial Secretariat. This Committee scrutinises recommendations for honours for political services and for people put forward directly by the Prime Minister, to ensure recipients are ‘fit and proper persons’ to receive an honour. It also scrutinises all recommendations for senior awards to ensure that these are not connected with political parties.

Senior Salaries Review Body

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

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

Security Commission and Security Vetting Appeals Panel

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

3.14 The Security Commission is available, at the request of the Prime Minister, to investigate and report on the circumstances in which a breach of security has occurred in the public service and to advise whether any change in security arrangements is necessary or desirable.

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

Advisory Committee on Advertising

3.16 The Advisory Committee on Advertising (ACA) provides independent validation that Government advertising is conducted in an effective, transparent and efficient manner. The Committee’s role is to help Government ensure that its development of advertising and advertising/ media buying is done in a way that provides best value for the taxpayer.

3.17 Members are recognised industry experts, and the Committee reports to Cabinet Office ministers. The Government Information and Communication Service provides secretariat support.

Advisory Panel on Crown Copyright

3.18 The Crown Copyright Advisory Panel will be established in 2003 in line with a recommendation of the Cross-Cutting Review of the Knowledge Economy, which was carried out as part of the 2000 Spending Review. The Advisory Panel will inform the Controller of Her Majesty’s Stationery Office, and responsible Ministers, on how to open up

opportunities in the information industry for greater re-use of government information to ensure that Crown copyright management develops in line with the changing needs of users.

The Independent Offices

3.19 These bodies are independent of Government. Resources are provided from Cabinet Office funding.

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

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

3.22 The Advisory Committee on Business Appointments provides advice to the Prime Minister on applications from the most senior members of the Civil Service and Armed Forces who wish to take up outside appointments within two years of leaving Crown service. Similarly, the Committee provides advice to the Foreign Secretary on applications from senior members of the Diplomatic Service. The Committee also offers advice direct to former Ministers on the jobs they wish to take up.

3.23 The House of Lords Appointments Commission makes recommendations for non-party political life peerages. The Commission also vets for propriety all nominations for life peerages, including those made by the political parties.

Central Office of Information

3.24 The Central Office of Information (COI) is a Government Department and executive agency whose aim is to enable the government to secure its policy objectives through achieving maximum

communication effectiveness and best value for money.

3.25 COI's role is to be the government's centre of excellence and expertise for marketing communications. Following the 2002 quinquennial review the Chief Executive of COI has an additional role as the Government's Chief Advisor on Marketing Communications, helping to deliver more effective campaigns and better value for money for the Exchequer.

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

3.27 COI's core activities are:

- providing strategic advice to departments and agencies on achieving their communications objectives;
- providing project management and procurement services for implementing clients' policies;
- providing advice on setting objectives and evaluation techniques (and sharing subsequent learning);
- supplying directly those services which can best be provided by in-house resources.

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

3.29 More information can be found on the website www.coi.gov.uk.

Civil Superannuation

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

- 603,000 active members;
- 406,000 pensions in payment to retired members;
- 127,000 pensions in payment to dependants of deceased members;

- 17,000 members in receipt of ongoing payments after early departure; and
- 277,000 members with deferred benefits.

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

3.32 A formal Pension Scheme Statement is published as part of the Accounts, and includes the Managers' and the Actuary's reports and other financial information. The Annual Report and Resource Accounts for 2001-02 (HC 355) were published in January 2003.

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

3.34 New pension arrangements were successfully launched on 1 October 2002 – these are designed to meet the needs of the Civil Service as an employer in the 21st Century.

3.35 New entrants joining the Civil Service from that date are offered a choice between an improved final salary pension and a good quality money purchase alternative. The improved final salary scheme provides a better and wider range of benefits than previously available in the Civil Service.

3.36 The changes in scheme design were not introduced at taxpayers' expense. The improved final salary benefits are funded by an increase in the contributions paid by employees. Likewise, the scale of employer contributions to the money purchase arrangement is designed so that providing a choice of pension to employees is cost neutral for the employer.

3.37 Existing staff can join the new final salary scheme if they wish, with past service adjusted to reflect the improved benefits.

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

Government Car and Despatch Agency

3.39 The Government Car and Despatch Agency (GCDA) aims to be the first choice supplier of secure transport, distribution and mail related services to Government, the wider public sector and other approved customers. It does this through the Government Car Service and the InterDespatch Service. It also provides reprographic, messenger, distribution and mail scanning services to the Cabinet Office and the Office of the Deputy Prime Minister. More information can be found on the website www.gcda.gov.uk.

Section 4

Tables

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Table 9 – Staff Numbers for the Security and Intelligence Agencies

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

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

Table 2 shows a breakdown of resource spending by function from 1998-99 to 2005-06.

	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04	2004-05	2005-06
	Outturn	Outturn	Outturn	Outturn	Estimated Outturn	Plans	Plans	Plans
Cabinet Office	140,827	163,322	160,978	218,890	235,452	264,982	268,034	251,014
<i>of which:</i>								
Cabinet Office	143,008	164,298	157,122	212,312	232,391	261,931	265,057	248,037
Centre for Management and Policy Studies	-1,252	-421	4,031	7,263	3,131	3,051	2,977	2,977
Government Car and Despatch Agency	-929	-555	-175	-685	-70	-	-	-
Civil Superannuation (Civil Service Pensions)	4,115,694	4,157,563	3,203,362	4,660,457	3,970,109	4,726,054	4,947,857	5,181,348
Total Resource Budget	4,256,521	4,320,885	3,364,340	4,879,347	4,205,561	4,991,036	5,215,891	5,432,362

£'000

Table 3 – Capital Budget for the Cabinet Office

Table 3 shows a breakdown of capital spending by function from 1998-99 to 2005-06.

	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04	2004-05	2005-06
	Outturn	Outturn	Outturn	Outturn	Estimated Outturn	Plans	Plans	Plans
Cabinet Office	18,769	25,690	64,506	77,574	57,142	85,015	31,000	25,000
<i>of which:</i>								
Cabinet Office	17,532	23,452	62,005	32,064	14,379	33,142	29,127	23,127
Centre for Management and Policy Studies	592	773	650	694	763	763	763	763
Government Car and Despatch Agency	645	1,465	1,851	1,121	1,513	1,110	1,110	1,110
E-Envoy	-	-	-	43,695	40,487	50,000	-	-
Civil Superannuation (Civil Service Pensions)	-	-	-	-	-	-	-	-
Total Capital Budget	18,769	25,690	64,506	77,574	57,142	85,015	31,000	25,000

£'000

Table 4 – Capital employed for the Cabinet Office

Table 4 shows a breakdown of capital employed in a balance sheet format from 1999-00 to 2005-06.

£'000

	1999-00 Outturn	2000-01 Outturn	2001-02 Outturn	2002-03 Forecast	2003-04 Projected	2004-05 Projected	2005-06 Projected
Assets on balance sheet at the end of year:							
Fixed assets							
<i>of which:</i>							
Tangible assets							
Land and Buildings	105,280	116,126	126,676	183,062	226,246	231,762	230,058
Plant and Machinery	726	635	897	1,262	2,213	2,854	3,327
Vehicles	2,275	3,204	3,124	3,520	3,724	3,553	2,919
Other	4,511	5,962	8,880	6,294	18,726	15,186	11,703
Assets under construction	15,739	22,046	75,135	38,500	57,100	-	-
e-Government	-	31,207	32,172	32,387	28,027	30,841	8,441
Intangible assets	2,093	2,115	2,936	5,099	4,335	4,197	4,319
Investments	760	727	694	661	628	595	562
Total Fixed assets	131,384	182,022	250,514	270,785	340,999	288,988	261,329
Current Assets	30,763	23,533	38,304	34,197	35,000	35,000	35,000
Creditors (amounts falling due within one year)	-32,459	-32,865	-52,375	-36,435	-37,000	-37,000	-37,000
Creditors (amounts falling due after more than one year)	-	-115	-103	-91	-79	-67	-55
Provision for liabilities and charges	-1,808	-1,891	-4,745	-4,089	-3,742	-3,465	-3,260
Total capital employed in Cabinet Office (1)	127,880	170,684	231,595	264,367	335,178	283,456	256,014

(1) The figures reflect the Machinery of Government changes which took place in 2002 - adjustments have been made to reflect the transfer out of the Government Offices for the Regions to the Office of the Deputy Prime Minister and the Equal Opportunities Commission to the Department of Trade and Industry. These figures do not include additions from the Capital Modernisation Fund announced in April 2003.

Table 5 – Administration costs for the Cabinet Office

Table 5 shows a breakdown of administration costs from 1998-99 to 2005-06 and gross and net administration cost control limits by function. The administration cost limits are a separate in year control within DEL.

	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04	2004-05	2005-06
	Outturn	Outturn	Outturn	Outturn	Estimated Outturn	Plans	Plans	Plans
Gross Administration Costs								
Other	102,552	96,105	98,885	147,390	164,409	–	–	–
Paybill	54,645	63,552	80,336	88,337	97,709	–	–	–
Total gross administration costs	157,197	159,657	179,221	235,727	262,118	284,498	288,043	271,563
Related administration cost receipts	-54,393	-52,596	-57,393	-57,851	-70,389	-67,957	-68,355	-68,815
Total net administration costs	102,804	107,061	121,828	177,876	191,729	216,541	219,688	202,748
Analysis by activity								
Cabinet Office	104,764	108,096	117,972	171,298	188,668	213,490	216,711	199,771
Centre for Management and Policy Studies	-1,001	-421	4,031	7,263	3,131	3,051	2,977	2,977
Government Car and Despatch Agency	-959	-614	-175	-685	-70	-	-	-
Total net administration costs	102,804	107,061	121,828	177,876	191,729	216,541	219,688	202,748
Controls and limits:								
Administration costs limits (net) for gross controlled areas:								
Cabinet Office	104,764	108,096	117,972	171,298	188,668	213,490	–	–
Total net limits for gross controlled areas	104,764	108,096	117,972	171,298	188,668	213,490	–	–
Administration costs limits (net) for net controlled areas:								
Centre for Management and Policy Studies	-1,001	-421	4,031	7,263	3,131	3,051	–	–
Government Car and Despatch Agency	-959	-614	-175	-685	-70	–	–	–
Total net limits for net controlled areas	-1,960	-1,035	3,856	6,578	3,061	3,051	–	–
Note: changes in definitions of administration costs limits, on net basis, since last year's Departmental Report								
Total net administration costs limits on Stage 1 Resource Accounting and Budgeting (RAB)	96,942	97,962	116,755	163,367	169,927	165,774	–	–
plus additional non-cash items from move to full RAB, as part of 2002 Spending Review	13,332	12,810	9,773	18,498	26,092	54,456	–	–
less additional allowable receipts	-7,470	-3,711	-4,700	-3,989	-4,290	-3,689	–	–
gives figures in table above	102,804	107,061	121,828	177,876	191,729	216,541	–	–

Table 6 – Staff Numbers for the Cabinet Office

Table 6 shows staff numbers from 1998-99 to 2004-05 by function expressed in full-time equivalents.

	1998-99 Actual	1999-00 Actual	2000-01 Actual	2001-02 Actual	2002-03 Estimated Outturn	2003-04 Plans	2004-05 Plans	2005-06 Plans
Cabinet Office								
CS FTEs	1,536	1,643	1,865	1,780	1,877	1,708	1,658	1,658
Overtime	61	78	75	67	67	67	67	67
Casuals	29	40	34	67	83	58	58	58
Total	1,626	1,761	1,974	1,914	2,027	1,833	1,783	1,783
Centre for Management and Policy Studies								
CS FTEs	237	241	320	354	278	278	278	278
Overtime	2	2	2	2	2	2	2	2
Casuals	11	12	5	13	9	9	9	9
Total	250	255	327	369	289	289	289	289
Government Car and Despatch Agency								
CS FTEs	233	226	235	270	290	303	303	303
Overtime	70	77	73	75	75	75	75	75
Casuals	4	2	0	0	0	0	0	0
Total	307	305	308	345	365	378	378	378
Total Cabinet Office	2,183	2,321	2,609	2,628	2,681	2,500	2,450	2,450

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

Table 7 is a high level summary of spending from 1998-99 to 2005-06 showing a breakdown by resource and capital.

	£'000							
	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04	2004-05	2005-06
	Outturn	Outturn	Outturn	Outturn	Estimated Outturn	Plans	Plans	Plans
Consumption of resources:								
Protecting and promoting the national security and economic well being of the United Kingdom	613,643	939,198	852,174	937,849	1,037,934	1,117,870	1,146,147	1,175,848
Total Resource Budget	613,643	939,198	852,174	937,849	1,037,934	1,117,870	1,146,147	1,175,848
<i>of which:</i>								
Resource DEL (1,2)	587,880	910,022	824,362	909,003	1,005,973	1,081,876	1,109,335	1,137,693
Capital spending:								
Protecting and promoting the national security and economic well being of the United Kingdom	131,513	103,044	78,577	107,671	161,693	516,994	184,001	199,000
Total Capital Budget	131,513	103,044	78,577	107,671	161,693	516,994	184,001	199,000
<i>of which:</i>								
Capital DEL (1)	131,513	103,044	78,577	107,671	161,693	516,994	184,001	199,000
Total Public Spending (3)	737,362	931,146	799,572	883,516	1,050,954	1,494,264	1,189,412	1,224,398

(1) Departmental Expenditure Limits, set as part of the 2002 Spending Review

(2) of which, resource

"near-cash" DEL	580,086	779,177	670,030	729,054	825,898	916,811	942,602	957,978
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(3) Total public spending calculated as the total of the resource budget plus the capital budget, less depreciation

Table 8 – Administration costs for the Security and Intelligence Agencies

Table 8 shows a breakdown of administration costs from 1998-99 to 2005-06 and gross and net administration cost control limits by function. The administration cost limits are a separate in year control within DEL.

£'000

	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04	2004-05	2005-06
	Outturn	Outturn	Outturn	Outturn	Estimated Outturn	Plans	Plans	Plans
Gross administration costs								
Paybill	284,008	389,107	283,891	290,631	325,489	–	–	–
Other	149,886	179,219	203,197	209,388	218,402	–	–	–
Total gross administration costs	433,894	568,326	487,088	500,019	543,891	605,297	632,225	654,148
Related administration cost receipts	–28,253	–12,472	–27,891	–48,248	–36,729	–48,239	–48,628	–49,055
Total net administration costs	405,641	555,854	459,197	451,771	507,162	557,058	583,597	605,093
Analysis by activity:								
Security and Intelligence Agencies	405,641	555,854	459,197	451,771	507,162	557,058	583,597	605,093
Total net administration costs	405,641	555,854	459,197	451,771	507,162	557,058	583,597	605,093
Controls and limits:								
Administration costs limits (net) for gross controlled areas:								
Security and Intelligence Agencies	396,437	540,771	440,948	416,512	502,771	558,375	–	–
Total net limits for gross controlled areas:	396,437	540,771	440,948	416,512	502,771	558,375	–	–
Administration costs limits (net) for net controlled areas:								
Security and Intelligence Agencies	9,204	15,083	18,249	35,259	4,391	–1,317	–	–
Total net limits for net controlled areas:	9,204	15,083	18,249	35,259	4,391	–1,317	–	–
Note: changes in definitions of administration costs limits, on net basis, since last year's Departmental Report								
Total net administration costs limits on Stage 1 Resource Accounting and Budgeting (RAB)	405,641	536,105	436,044	433,826	475,760	532,416	–	–
plus additional non-cash items from move to full RAB, as part of 2002 Spending Review	–	19,749	23,153	17,945	31,402	24,642	–	–
gives figures in table above	405,641	555,854	459,197	451,771	507,162	557,058	–	–

Table 9 – Staff Numbers for the Security and Intelligence Agencies

Table 9 shows staff numbers from 1998-99 to 2004-05 by function expressed in full-time equivalents.

	1998-99 Actual	1999-00 Actual	2000-01 Actual	2001-02 Actual	2002-03 Estimated Outturn	2003-04 Plans	2004-05 Plans	2005-06 Plans
CS FTEs	8,077	8,091	7,730	7,952	8,312	9,052	9,239	9,239
Overtime	257	233	250	297	297	293	284	284
Casuals	29	43	40	45	54	81	81	81
Total	8,363	8,367	8,020	8,294	8,663	9,426	9,604	9,604
Total Security and Intelligence Agencies	8,363	8,367	8,020	8,294	8,663	9,426	9,604	9,604

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

Table 10 is a high level summary of spending from 1998-99 to 2005-06 showing a breakdown by resource and capital.

	1998-99 Outturn	1999-00 Outturn	2000-01 Outturn	2001-02 Outturn	2002-03 Estimated Outturn	2003-04 Plans	2004-05 Plans	2005-06 Plans
£'000								
Consumption of resources:								
Advising government centrally on publicity matters and associated non cash items	695	690	816	795	716	716	716	716
Total resource budget	695	690	816	795	716	716	716	716
<i>of which:</i>								
Resource DEL (1,2)	695	690	816	795	716	716	716	716
Capital spending:	-	-	-	-	-	-	-	-
Total public spending (3)	695	690	816	795	716	716	716	716

(1) Departmental Expenditure Limits, set as part of the 2002 Spending Review

(2) of which, resource
"near-cash" DEL

	-1668	-236	-618	-754	716	716	716	716
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(3) Total public spending calculated as the total of the resource budget plus the capital budget, less depreciation



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