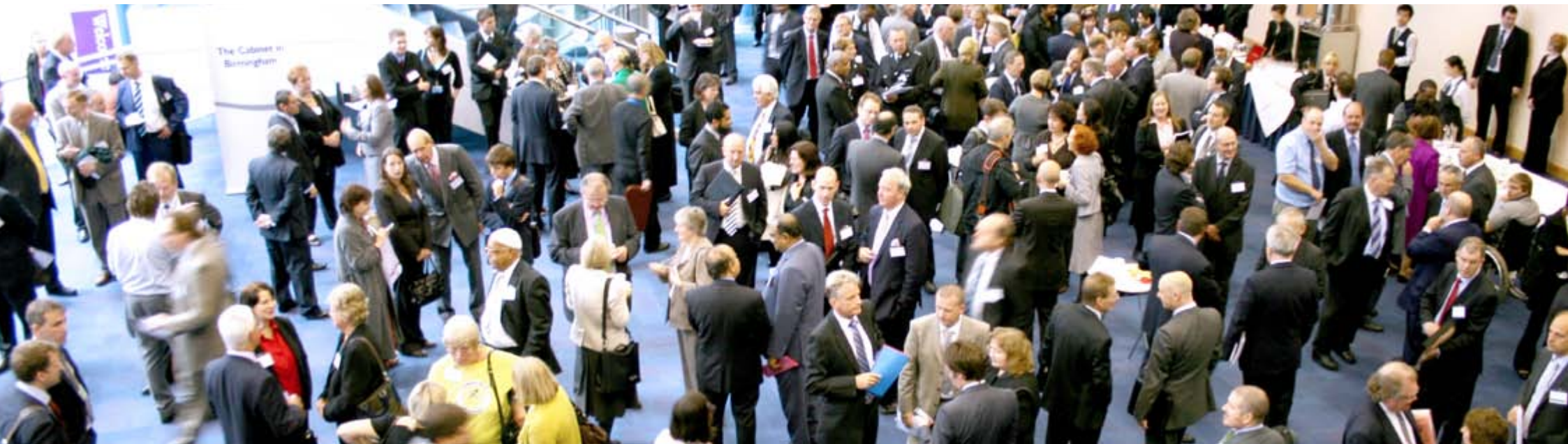


Cabinet Office Business Plan

April 2009–March 2010



**Making
government
work better**

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Foreword from our Ministers

Government is strong when it acts together. The Cabinet Office **helps deliver strong government**, making it work better for people.

Our first priority now is to **help Britain act together** to come through the global downturn faster and stronger, and prepare our country for the opportunities the global recovery will bring.

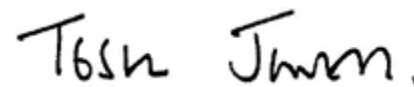
Over the coming year we will promote more flexible and efficient public services that are focused on the needs of citizens. Across Government, our task is to **make sure public services are high-quality**, responsive and personalised – and deliver the maximum value for every pound of investment.

Through the Office of the **Third Sector** we will support charities and social enterprises in transforming public services and supporting stronger communities. Our charities, voluntary organisations and social enterprises have never been stronger – we want them stronger still.

We will focus on people who most need help to

improve their chances in life through the **Social Exclusion Task Force** who champion the needs of the most disadvantaged. We make sure Government acts together so everyone can achieve their potential over the decades to come.

We will keep government business running smoothly, **building Civil Service capability**, gathering intelligence and insight into future challenges and preparing public services to work effectively in a crisis.

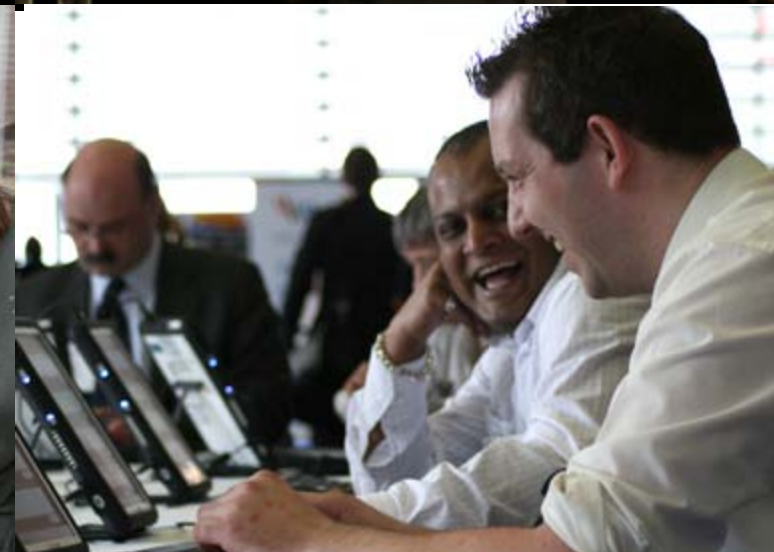


Tessa Jowell MP, Minister for the Cabinet Office, the Olympics, London and Paymaster General



Angela Smith MP, Minister of State for the Cabinet Office

01 Our aim and strategic objectives



Our Departmental Strategic Objectives 2008-2011

The Cabinet Office has a single overarching aim in 'making government work better'. This aim will be met through six Departmental Strategic Objectives (DSOs) set out below.

Each DSO has key performance indicators that we will use to assess their delivery and where applicable, their contribution to the Government's Public Service Agreements.

DSO 1

Build an effective United Kingdom (UK) intelligence community in support of UK national interests; and the capabilities to deal with disruptive challenges to the UK

Key Performance indicators are classified.

This DSO contributes to the delivery of the Government's PSA 26 - Reduce the risk to the UK and its interests overseas from international terrorism; and PSA 30 - Reduce the impact of conflict through enhanced UK and international efforts.

DSO 2

Support the Prime Minister and the Cabinet in domestic, European, overseas and defence policy making

Key Performance Indicator:

- Domestic, European and foreign, defence and security policy decisions are facilitated and supported by timely, well-informed and objective advice

The measure that will assess delivery of this KPIs is:

- Stakeholder survey of Ministers and Departments on the coherence, quality and timeliness of advice and support provided to the Prime Minister, Cabinet and Cabinet Committees

DSO 3a

Improve outcomes for most excluded people in society

Key Performance Indicator:

- Ensure public services support the most disadvantaged people in society into settled accommodation and employment, education or training.

This DSO supports delivery of the Government's PSA 16 - Increase the proportion of socially excluded adults in settled accommodation and employment, education or training. The Cabinet Office leads on delivery of this PSA, which is jointly owned with six other government departments.

Measures that will assess delivery of this PSA, both nationally and locally are:

Settled Accommodation

- Increase the proportion of offenders under probation supervision living in settled and suitable accommodation at the end of their order or licence
- Increase the proportion of former care leavers aged 19, who had left care aged 16 or over, who are in suitable accommodation
- Increase the proportion of adults receiving secondary mental health services in settled accommodation
- Increase the proportion of adults with learning disabilities in settled accommodation

Employment, education or training

- Increase the proportion of offenders under probation supervision in employment at the end of their licence
- Increase the proportion of former care leavers aged 19, who had left care aged 16 or over, who are in employment, education or training
- Increase the proportion of adults receiving secondary mental health services in employment
- Increase the proportion of adults with learning disabilities in employment

DSO 3b

Enable a thriving third sector

Key Performance Indicators:

- Increase participation in formal volunteering
- Build sustainable third sector organisations
- Establish a better local environment for a thriving third sector

Measures that will assess delivery of these KPIs are:

- Increase the participation of people who engage in formal volunteering on a regular basis
- Increase the number of full-time equivalent staff employed within the third sector
- Increase the percentage of Government funding to third sector organisations which is secured for three years or more
- Survey of third sector organisations in each upper tier local authority on the quality of the local environment for a thriving third sector

The first two measures contribute to delivery of the Government's PSA 21 - Build more cohesive, empowered and active communities.

Increasing the participation of people who engage in formal volunteering on a regular basis is also directly measured by National Indicator 6 in the local government performance framework.

Establishing a better local environment for a thriving third sector is being measured by the survey of third sector organisations in each upper tier local authority, for National Indicator 7 in the local government performance framework.

DSO 4

Transform public services so that they better meet the individual needs of the citizen and business;

Key Performance Indicators:

- Deliver public services more efficiently and effectively by reducing

the 'avoidable' (defined as duplicate, made in error or nugatory) contact by citizens and businesses which would not have been necessary had things been done right first time

- Deliver better and more navigable online government services by progressively moving them to two key websites – Directgov (for citizens) and Businesslink (for businesses)
- This DSO supports delivery of the Government's Transformational Government Strategy and Service Transformation Agreement. The Cabinet Office, with HMT, leads on delivery of this Agreement

Measures that will assess delivery of the Service Transformation Agreement are;

- Achieve a 50% reduction in avoidable contact by 31 March 2011
- Migrate more than 95% of the total identified websites to Directgov and Businesslink by 31 March 2011

DSO 5

Build the capacity and capability of the Civil Service to deliver the Government's objectives

Key Performance Indicator:

- A highly capable Civil Service, with effective leaders and people able to deliver the Government's business priorities and excellent public services

Measures that will assess delivery of the DSO are:

- Increase the capability of departments as measured by:
 - Capability Review re-review scores; and,
 - the proportion who respond positively to key organisational effectiveness questions in staff surveys, or where available, the department's engagement index
- Increase the effectiveness of leaders and people as measured by:
 - the proportion who respond positively to key leadership questions in staff surveys, or where available, the department's engagement

- index; and,
- the leadership element scores in the Capability Review re-reviews
- Increase the ability of the Civil Service to deliver the Government's priorities and excellent public services, as measured by:
 - achievement of the Government's key priority outcomes, as set out in Public Service Agreements;
 - public confidence in public services (determined by the Ipsos Mori Delivery Index); and,
 - international ratings of government effectiveness.

DSO 6

Promote the highest standards of propriety, integrity and governance in public life

Key Performance Indicator:

- Promote standards that ensure good governance, including adherence to the Ministerial and Civil Service Codes

Measures that will assess delivery of the DSO are:

- Publication of Codes of Conduct (Ministerial Code, Code of Conduct for Special Advisers, Civil Service Code) and the annual list of Ministers interests, travel and gifts
- Ensure public servants are aware of and abide by the standards of propriety

We will report our progress in the Autumn Performance Report 2009 and in the Annual Report and Accounts 2009-10. See the Cabinet Office website to download our latest reports.

02 our delivery plan



Departmental Strategic Objective 1

Overview

Build an effective UK intelligence community in support of UK national interests; and the capabilities to deal with disruptive challenges to the UK

“As the National Security Strategy makes clear, new threats demand new approaches. A radically updated and much more coordinated response is now required.”

Gordon Brown, Prime Minister



2009 –10 Key targets and milestones

We will:

- ensure an effective and focused **national security strategy** and intelligence gathering and assessment capability
- **implement the National Security Strategy** (NSS1) including performance management and a system geared to deliver public targets of NSS1, by June 2009
- publish the first annual update for the National Security Strategy by July 2009
- offer continued, high-quality and timely **counter-terrorism (CT) advice to the Prime Minister** including domestic terrorism casework, international CT cooperation and the government wide CT strategy
- ensure continued coherence between overseas CT and wider country strategies
- establish a Joint Parliamentary Committee on the NSS by summer recess
- ensure effective security policy and practice in government
- continue to **build preparedness for major emergencies in the UK**, and manage them effectively if they arise
- publish the Government's strategy on nuclear issues, 'The Road to 2010', by August 2009.

Departmental Strategic Objective 2

Overview

Support the Prime Minister and the Cabinet in domestic, European, overseas and defence policy making.

“ We are tackling the recession head on by making sure frontline staff are ready to help people get back into work, as well as setting up the National Economic Council to assist people and businesses through the difficult times. ”

Gus O'Donnell, Cabinet Secretary and Head of the Home Civil Service



2009 –10 Key targets and milestones

We will:

- support the **Prime Minister and Cabinet** on the government's economic and domestic policies by working across government to support and secure collective agreement to departments' policy-making; and coordinate work to ensure the UK emerges from the downturn in a robust position to meet the challenges of the future
- support the Prime Minister and the **National Economic Council** effectively to manage the government's response to the economic downturn
- support the Prime Minister and the **Domestic Policy Council** in driving forward public service reform
- work with the **Prime Minister's Delivery Unit** to provide assurance to Ministers that actions agreed by the National Economic Council and the Domestic Policy Council are being delivered and are making a real difference for the public
- support the Prime Minister and the **Democratic Renewal Council** in taking forward work on constitutional renewal
- coordinate **Queen's Speech** for November 2009 and after the election
- manage consultation on draft legislative programme and support the Prime Minister and the Cabinet in the ongoing management of parliamentary sessions
- help Ministers to formulate and execute policy for public sector pay and pensions
- promote appropriate cooperation with the devolved administrations
- work to enhance **public trust in official statistics**, and support the 2011 census
- increase the number of female nominations for honours to 45% by 2012
- deliver the **New Year and Birthday honours lists**, and to increase the proportion of successful 'local hero' candidates for honours to 75% by 2010
- provide **strategy and policy advice** to the Prime Minister and support Departments in developing effective strategies through the work of the Strategy Unit.

2009 –10 Key targets and milestones

UK/US Relations

Build a successful working relationship with the new US administration.

Global Economy

Coordinate International and EU action to meet global economic challenges by: restoring consumer and business confidence and stimulating demand; managing the social and human consequences of the downturn; and ensuring we come through these challenges stronger.

The Spring European Council was held on 18 –19 March, the London Summit and the G20 on 2 April. UK Presidency of G20 lasts for the duration of 2009.

International Climate Change

Ensure HM Government has an effective strategy at EU and International level to influence and deliver an ambitious International Climate Change agreement. The Copenhagen Summit will take place in December 2009.

Working Time Directive

Maintain UK opt out for the Working Time Directive through ongoing negotiations in Council and with the European Parliament.

Africa and Development

Deliver on the Prime Minister's development objectives and better strategic prioritisation on Africa.

Preparation for the next EU Commission and Institutional Changes

Milestones include June European Council discussions on appointment of Commission President, Irish Referendum in second half of 2009. New Commission to be appointed by 1 November 2009.

Afghanistan/Pakistan.

Ensure the coherent implementation of HMG's strategy to support the Afghan and Pakistani political, economic and security spectrum (including coherence with Counter Terrorism strategies and plans).

Iraq.

Ensure a coherent HMG strategy that delivers the planned military drawdown and a transition to a new, normalised, civilian-led bilateral relationship.

Iran.

Ensure that HMG has an effective and coherent strategy, co-ordinated with allies, including on the nuclear issue.

Departmental Strategic Objective 3a

Overview

Improve outcomes for most excluded people in society.

“ I attended an event recently to launch a new strategy for improving employment prospects for adults with learning difficulties. It was a great example of how the work we do here can change people’s lives immensely, and I’m really keen to try and spread this approach across government to access the most excluded people of all. ”

Angela Smith, Minister for the Third Sector



2009 –10 Key targets and milestones

Working with other government departments, local service providers and third sector organisations on PSA 16, the Social Exclusion Task Force (SETF) will:

- continue to **identify problems with current policy and delivery systems and find solutions** to these.
- work with departments to **boost the role of lead professionals** so that vulnerable people have one point of access to a range of services.
- work with the Department of Health and the Department for Work and Pensions will work with the Department for Children, Schools and Families and the Department of Innovation, Universities and Skills to **publish employment strategies** for people with mental health problems and people with learning disabilities.
- over the next 2 years, National Care Advisory Service (NCAS), Government Offices and specialist youth homelessness advisors will work with local authorities as part of the Government's drive to **improve access to suitable accommodation** for care leavers.

Government departments will have put plans in place to increase the number of people in **PSA 16 groups employed in the Civil Service**. We will:

- launch a communications campaign aimed at frontline staff working with the four client groups to support delivery of PSA 16.
- support the Department for Communities and Local Government in establishing **'Inspiring Communities' pilots**, as recommended as part of the Aspirations and Attainment in Deprived Communities project.
- continue to undertake **short study projects** to address cross-cutting, social exclusion-related issues.

Departmental Strategic Objective 3b

Overview

Enable a thriving third sector.

“Knit and Natter is an inspirational example of the commitment and energy of community volunteers. Despite living in an area that itself has pockets of entrenched deprivation, these women still spend their time trying to help those less fortunate than themselves.”

Rachel Armstrong, Policy Analyst in the Office of the Third Sector, on Grassroots Grants recipients, Knit and Natter. Grassroots Grants is an OTS funded programme.



2009 –10 Key targets and milestones

We will support the third sector in helping deliver real help to Britain through the downturn, taking forward a comprehensive, cross-government action plan, with new investment programmes from April 2009. Key measures include:

- up to £10 million for a volunteer brokerage scheme for unemployed people, creating over 40,000 volunteering opportunities;
- a £15.5 million Targeted Support Fund providing grant funding to small/medium providers of essential services in local areas most at risk of increased deprivation as a result of the recession;
- a £500,000 investment in the School for Social Entrepreneurs, doubling the number of social entrepreneurs who are able to access support and training to start new social enterprises; and
- a £16.5 million Modernisation Fund, supporting viable third sector organisations to become more resilient and efficient in the recession.

We will strengthen the sector's voice by:

- supporting our strategic partners during 2009–10 and working with our Third Sector Advisory Body
- establishing an action research programme that supports campaigning in the third sector by summer 2009.

We will ensure that our support for third sector organisations strengthens communities by:

- investing further in small grants through Grassroots Grants and matching donations to local funders in the scheme up to £20 million
- taking forward the projects funded through the Community Assets Fund
- with the Department for Communities and Local Government, working to establish the £70 million Communitybuilders Fund, to provide a mix of loan and grant finance to community anchor organisations, with funding available in summer 2009.

We aim to deliver an overall increase in the percentage of people volunteering on a regular basis. We will deliver new volunteering schemes from April 2009 – including an intergenerational volunteering programme and another to open up volunteering to people with disabilities. We will continue to invest in v and to match private sector donations.

With our funding, a further 450 charities will benefit from tax effective giving training and we will work in more schools to promote a culture of giving.

We will work to further the third sector's involvement in the delivery of public services, boosting employment in the sector by:

- supporting a new Ministerial Cabinet Committee considering the blockages faces by third sector organisations to securing public service contracts
- investing in the Futurebuilders Fund to support their investees to win 130 public service delivery contracts in 2009
- supporting the new adviser on third sector innovation to examine the role of the third sector in health and social care, education and criminal justice.
- delivering a new phase of the National Commissioners Training Programme, with a programme manager in place in summer 2009.
- taking forward our programme of work on Social Return on Investment, with training and guidance to enable third sector organisations to articulate the social value they create.

2009 –10 Key targets and milestones

We will continue to promote the value of social enterprise by:

- supporting the sector to develop a clear workable way for social enterprises to explain what they offer, which the sector aims to launch on Social Enterprise Day (19th November 2009)
- investing in the social enterprise risk capital fund
- consulting on the development of a Social Investment Wholesale Bank over summer 2009
- undertaking new action research projects on areas where social enterprise delivery supports public policy outcomes from autumn 2009

We will support the environment for the third sector to thrive by:

- continuing our implementation of the Charities Act 2006, with the Charitable Incorporated Organisation (CIO), a new legal structure designed specifically for charities, in place in spring 2010
- publishing data on percentage of grants to the sector from central government that are for three years or more, measuring progress from the baseline
- investing in a new funding information web service - Funding Central - for third sector organisations to access information on grants, loans and contracting opportunities: www.fundingcentral.org.uk
- supporting Capacitybuilders to continue delivery of its three year grants programmes. An independent evaluation of the overall investments in third sector support services will show the outcomes achieved so far.
- with the Department for Business, Innovation and Skills, supporting the new third sector skills body, with Jane Slowey taking over as chair from July 2009

- continuing to invest in third sector research through the new third sector research centre and further analysis of National Survey of Third Sector Organisations - the largest survey of its kind
- continuing the support of partnership working, with support to the 2/3 of Local Authority Areas prioritising the third sector indicators in their Local Area Agreements, a report of the Building Stronger Communities Taskforce (July 2009) and with the Commission for the Compact consulting on a refreshed Compact over Summer 2009

Departmental Strategic Objective 4

Overview

Transform public services so that they better meet the individual needs of the citizen and business.

“We are ushering in a new world of accountability in which parents, patients and local communities shape the services they receive, ensuring all our public services respond not simply to the hand of government, but to the voice of local people.”

Gordon Brown, Prime Minister



2009 –10 Key targets and milestones

We will:

- **drive down the £20 billion spent on finance, HR and IT and other corporate services by 2011** by promoting shared services and benchmarking individual services against 2009 'best in class' unit costs.
- **cut government's consultancy bill**, by boosting in-house skills and delivering better contract control.
- **save contact costs** by reducing avoidable calls by 50% and reaching a top industry performance standard by March 2011.
- **cut time and costs of government IT procurement**, so that by 2011 at least 50% of the procurements complete the formal processes in 40 weeks – which some other EU countries achieve already.
- **re-use the technology solutions** we buy and the knowledge and information we collect and reduce the risk of failure on major IT enabled projects by portfolio management.
- **ensure government ICT energy consumption is carbon neutral** by 2012, and carbon neutral across its lifecycle by 2020.
- **hold government departments to account** for delivering our data security standards and lead work to deliver the National Information Assurance Strategy by 2011.
- identify at least six major **online communities** where we can ensure cross-government impartial information and advice by June 2009. We will be backing this across government by bringing together expertise from the academic, commercial and voluntary sectors.
- create a **government data catalogue** offering access to information assets in a re-usable format by the end of March 2010. In doing so we will ensure the effective implementation of existing policy for an up-to-date public register of government information assets.
- seek to establish a **Web Academy** to develop both the leadership and practical skills to embrace a new digital age and will publish a scoping report by July 2009. By December 2009 a number of activities will have been undertaken, including a departmental pilot programme. We will develop a strategy for maximising ongoing innovation in the provision of government information online. This will include working with departments to better define the boundaries of the government web estate and give clarity to both voluntary and commercial sectors on their scope involvement in improved delivery of public services online. This will be overseen by a new Head of Digital Engagement.
- publish the government response to the **Power of Information Task Force report** by Summer 2009.

Departmental Strategic Objective 5

Overview

Build the capacity and capability of the Civil Service to deliver the Government's objectives

“ I am proud that in a recent survey of new entrant Fast Streamers in the Civil Service, 90% of them said they were attracted to their job because they felt their work could benefit wider society. It is this desire to make a difference that is still attracting people to the Civil Service.”

Gus O'Donnell, Cabinet Secretary and Head of the Home Civil Service



2009 –10 Key targets and milestones

Our work is to build:

- **capable departments** working effectively across government, clear on their responsibilities and delivering excellent outcomes;
 - **capable leaders** who work in partnership with other departments and sectors to deliver world-class, customer-focused services; and
 - **a capable workforce** that is effectively managed and rewarded, flexible, inclusive and diverse.
- **We will continue to drive improvements** in the capability of central government departments to provide strategic leadership by completing the second round of Capability Reviews.
 - Our new **performance review framework** will be backed by a new strategy for SCS rewards and the Civil Service workforce, by October 2009.
 - 80% of the top 200 posts had **succession plans** by April 2009. 30 new leaders will be recruited to a new Future Leaders Scheme by May 2009, and by Christmas 2009, we will complete 360 degree assessments of 50% of directors-general.
 - **transform HR capability across Whitehall**. 48 HR leaders will have completed the Preparing for HR Leadership Programme by December 2009.
 - rapidly expand a **capability-building programme** to train and deploy our most talented people to take on delivery challenges. We will deploy five public service agreement teams by September 2009 to help departments to improve delivery ratings by April 2010.
 - with the National School for Government, refocus **leadership development** for high-potential staff to increase Civil Service capacity on key capability gaps. Four teams will complete programmes that involve 240 leaders by July 2009.
 - agree proposals for reform of the Civil Service compensation scheme by July 2009 to give departments greater control of costs. By summer 2009, we will map out the options (for approval) for a new pensions delivery model which could provide significant operational savings and a more effective service. The estimated extent of the savings will be confirmed as part of the proposal work.

We will:

- hire 450 of **the best graduates** into the Civil Service by September 2009
- increase the representation of women to 39% of the SCS by 2013 (33.2% as at October 2008)
- increase the representation of women in top management post to 34% of the SCS by 2013 (26.3% as at October 2008)
- increase the representation of disabled people to 5% of the SCS by 2013 (3.1% as at October 2008)
- increase the representation of people from ethnic minority backgrounds to 5% of the SCS by 2013 (3.7% as at October 2008)

Departmental Strategic Objective 6

Overview

Promote the highest standards of propriety, integrity and governance in public life

“Our traditional values of integrity, objectivity, impartiality and honesty are bedrock. They are just as important today as when we first developed them and are essential to everything we do.”

Gus O'Donnell, Cabinet Secretary and Head of the Home Civil Service



2009 –10 Key targets and milestones

We will:

- continue to provide **advice to departments** on propriety and ethics issues in relation to Ministers, civil servants, special advisers and NDPBs
- ensure that the Civil Service clauses in the **Constitutional Reform and Governance bill** are ready for introduction before the summer recess, and to support the Ministry of Justice for the passage of the Bill through its Parliamentary stages
- continue to support the process of pre-appointment hearings by select committees, and in particular arrange for the Public Administration Select Committee to undertake pre-appointment scrutiny for the Cabinet Office appointment of the Chairman of the Advisory Committee on Business Appointments
- publish **Public Bodies 2009** and continue to advise departments on setting up of such bodies. Working with the Government Equalities Office, help to support departments in increasing the proportion of women, members of ethnic minorities and disabled people appointed to the boards of public bodies
- publish annual lists on travel overseas by Ministers and Ministerial gifts before the Summer recess.

Our resources

Overview

We are committed to strengthening our capability and capacity to delivering on our priorities, measuring our performance, ensuring resource prioritisation and value for money whilst contributing to a sustainable environment.

“Across the Department I see a shared sense of purpose, a desire for people to make changes to deliver on the Department’s priorities. Now we need to act to deliver that change on the ground.”

Alexis Cleveland, Director General, Corporate Services



2009 –10 Key targets and milestones

We will increase collaboration between the Centre and departments to ensure that policy development and fiscal plans are aligned. We will create flexible structures which can adapt to changing priorities. The Cabinet Office and HM Treasury will collaborate closely to monitor, assist and engage with departments across government to deliver on government objectives by:

- introducing a new performance management scorecard in 2009, as part of the Government's public service reform drive, to assess departments' performance against the government's priorities and the appraisal of permanent secretaries
- establishing additional matrix groups with HMT to ensure they cover the government's priorities and enable depth of understanding of key issues and exchange of information between departments.

We will continue to develop the centre of the department, enabling effective decision making through good support systems by:

- ensuring we have a fluid flexible organisational design that supports rapid response to external challenges
- maximising the opportunities that the introduction of shared services will provide
- implementing a cohesive strategy for all our knowledge and information business requirements, which meets our legislative and regulatory obligations
- exploring developing new networks and collaborative working spaces which connect people with the information and knowledge they need, enabling them to make better informed decisions
- delivering new tools which capture and utilise people's skills and experience before they leave the department
- building on the successful delivery of our e-records system by implementing a strategy that lifts administrative burdens and is more proportionate to the varying needs of the business

We will continue to set challenging targets on diversity, skills, sustainability and health and wellbeing and staff development to ensure we have a motivated, flexible and inspired workforce ready to meet the challenges ahead by:

- working on the outcomes of the Civil Service engagement survey by developing action plans at local and corporate level based on the findings
- providing quarterly reports on our performance against the targets set by the Sustainable Operations on the Government Estate (SOGE) directive
- implementing our Diversity and Inclusion Strategy.

2009 –10 Key targets and milestones

We will continue to strengthen our capability and capacity to deliver by:

- establishing portfolio management approach to managing our major work programmes including rapid allocation of staff
- improved allocation of the departments resources to meet the priorities of the day
- centralising control of Consultancy spend including agency and fee paid staff from 1st April to:
 1. focus on this discretionary expenditure and as a result
 2. deliver better value for the amount spent in relation to the priorities of the day
- committing to deliver net cash-realising savings of £45 million by 2010-11 as agreed as part of CSR 2007 settlement and reviewed at budget 2009. This is in line with the Governments desire to use CSR 2007 to continue the improvements of public services and make significant value for money savings
- adopting the International Finance Reporting Standard (IFRS) effective from 2009/10
- paying suppliers within 10 working days of receipt of invoice in line with government prompt payment policy
- implementing our People Strategy and Plan which will include:
 - introducing more rigorous recruitment and selection processes for Senior Civil Service and Band A
 - re-aligning the brokerage service to support more active career management for all staff
 - developing a total reward package which outlines the 'deal' for Cabinet Office employees
 - introducing a 360 degree feedback process for the SCS
 - implementing a talent review process
 - delivery of Cabinet Office Apprenticeship Scheme by March 2010
 - from April 2009 supporting Heads of Profession and Integration of Professional Standards
- publishing the official histories of the D-Notice in May 2009
- detailing accounts of major national events through the Government's critically acclaimed Official History Programme, as commissioned by the Prime Minister; and advise and participate in the governance of other departments and agencies histories
- progressing work to complete the official history of the Civil Service since Fulton
- undertaking a study of renewable technologies and further reducing water consumption.

Appendix A

OUR OVERALL BUDGETS AND STAFFING PLANS 2009–2010

Management Group	2009–10 Budget (£'000s)
Cabinet Secretariat	9,432
Prime Minister's Office	25,929
Propriety & Ethics and Private Offices Group	6,514
Office of the Parliamentary Counsel ¹	-800
Intelligence, Security and Resilience Group	45,703
Joint Intelligence Organisation	3,923
Public Service Reform Group	124,041
Government CIO and Head of Government IT Profession	11,500
Civil Service Capability Group and Head of Government HR Professions	8,397
Government Communications and Head of Government Communication Profession	7,881
Corporate Services Group ²	46,979
Also Funded through Cabinet Office ³	3,330
Total Planned Spend	292,829

Staffing	2009–10 Plan
Full Time Equivalent	1372

All figures in the table cover resource DEL only and represent the Cabinet Office CSR2007 settlement. Budgets are updated through the Supply Estimates process.

¹ The Office of the Parliamentary Counsel is partially funded by user departments. It provides drafting services and procedural and other handling advice to legislating departments in connection with: the UK Government's legislative programme; the draft Bills published for pre-legislative scrutiny or other public consultation; and statutory instruments that amend primary legislation. The First Parliamentary Counsel advises the government on certain constitutional matters such as machinery of government, elections, the monarchy and the appointment of ministers. The Office also has Counsel on loan to the Law Commission and the Tax Law Rewrite Project based at HM Revenue and Customs, and one Counsel who works two days a week for the Welsh Assembly Government.

² Corporate Services Group budget includes funding for Cabinet Office HR, Finance, Estates, IT, Knowledge and Information Management, Planning and Performance Management, Change and Internal Communications teams. A budget of £6.8m for Member of European Parliament Salaries and Pensions is also included.

³ The Committee on Standards in Public Life is an independent advisory non-departmental public body that makes recommendations to the Prime Minister about policy issues relating to the ethical behaviour of public office holders and to raise awareness about these issues through an effective outreach programme. Civil Service Commissioners regulate recruitment to the Civil Service to ensure appointments are made on merit on the basis of fair and open competition. The Commissioners also help departments to promote the Civil Service Code, and hear appeals under the Code. The Commissioner for Public Appointments regulates, monitors and advises on ministerial appointments to public bodies. The Advisory Committee on Business Appointments advises the Prime Minister on the business appointments that senior civil servants and military officers wish to take up on retirement or resignation, and similarly the Foreign Secretary on the business appointments of senior diplomats. The Committee also advises former Ministers on the appointments they wish to take up on leaving the Government. The House of Lords Appointments Commission recommends non-party political peers and vets for propriety all nominations for peerages.