



GOVERNMENT OFFICES
FOR THE ENGLISH REGIONS

Network Corporate Plan 2008-11



Contents



Introduction

2



Our ambition

4



Delivery context: the role of GOs

6



Coordinating effective delivery

10



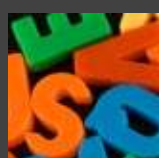
Our plans for monitoring and reporting

16



Resource management

18



Annex A / Glossary

22

Foreword



**Rt Hon
Hazel Blears MP**

Secretary of State for Communities and Local Government

Government Offices play a crucial part in building a stronger, more prosperous future for every part of the country. They are the bridge between Whitehall and local authorities, connecting national policy to people and the places they live in. In this past year, a pivotal period for local devolution, they have shown what a difference they can make.

With the long-anticipated shift of power towards local communities turning from rhetoric into reality, Government Offices have played a key role in negotiating new Local Area Agreements, setting a compelling vision for the future for each part of the country. They have worked closely with new Regional Ministers, standing up for their region's interests. And in the face of unforeseen challenges, from attempted terrorist attacks, to animal epidemics, to floods, they have risen to the occasion time and again.

Building on these strong foundations, this Corporate Plan spells out the GO Network's ambitions for the three years ahead.

In recent months the GO Network has worked hard to boost its capacity. By working more consistently and efficiently, Government Offices have been able to increase their impact and influence, delivering for the people and places they serve. As they continue to seek to improve, I am confident they have the structure and skills to make a difference for every city, town, village and community. Thanks to everyone for working so hard and ensuring delivery on the ground.

Introduction



The Government Office Network consists of nine offices covering each of the English regions, and the Regional Co-ordination Unit. Since its creation in 1994, the Network has been ‘Whitehall in the regions’ supporting the delivery of a wide range of Government policies at regional and local level. The Network is also an important sounding board by which local and regional interests help shape the development and delivery of national policy. Government Offices (GOs) use their influence and knowledge of localities, combined with the targeted delivery of Government programmes, to enable communities in their regions to become better places to live, work and visit by effectively aligning the delivery of national, regional and local priorities.

In bringing together the activities and interests of 11 different Government Departments within a single organisation, the Network is uniquely placed to take a cross-departmental approach, and to provide an overview of delivery to local authorities and other providers of local public services.

Over the last two years the Network has been changing. Responding to the recommendations of the 2006 GO Review we have implemented changes aimed at becoming more strategic, influential and focused on place. We are on track to have reduced the number of staff by a third by the end of 2008, using some of the resources saved to recruit more senior staff, and to support colleagues in new roles as key intermediaries and negotiators between central government and regions/localities.

However, this is not the end of the journey. The Comprehensive Spending Review (CSR07) sets new and exciting challenges for GOs to support the delivery of Public Service Agreements and Departmental Strategic Objectives. Last July, the Network published the GO Offer describing our ambition for the next three years. The Network is committed to working with Whitehall to:

- strengthen national policies;
- integrate regional strategies; and
- drive local delivery.

We are committed to becoming an effective network while reflecting regional differences, in order to be coherent and consistent for our national stakeholders while retaining our local and regional focus. We are also transforming

Table1: The Network offices

Joe Montgomery Director General		
Region	Location	Director
North East	Newcastle	Jonathan Blackie
East of England	Cambridge	Brian Hackland
East Midlands	Nottingham	Jonathan Lindley
London	London	Chris Hayes
North West	Manchester and Liverpool	Liz Meek
South East	Guildford	Colin Byrne
South West	Bristol and Plymouth	Jon Bright
West Midlands	Birmingham	Trudi Elliott
Yorkshire and The Humber	Leeds	Felicity Everiss
Regional Co-ordination Unit		Jane Todd



our business processes and systems to ensure we are efficient, through doing things as a network wherever feasible rather than as nine separate organisations. Over the next three years we will continue to transform the Network to meet these new challenges.

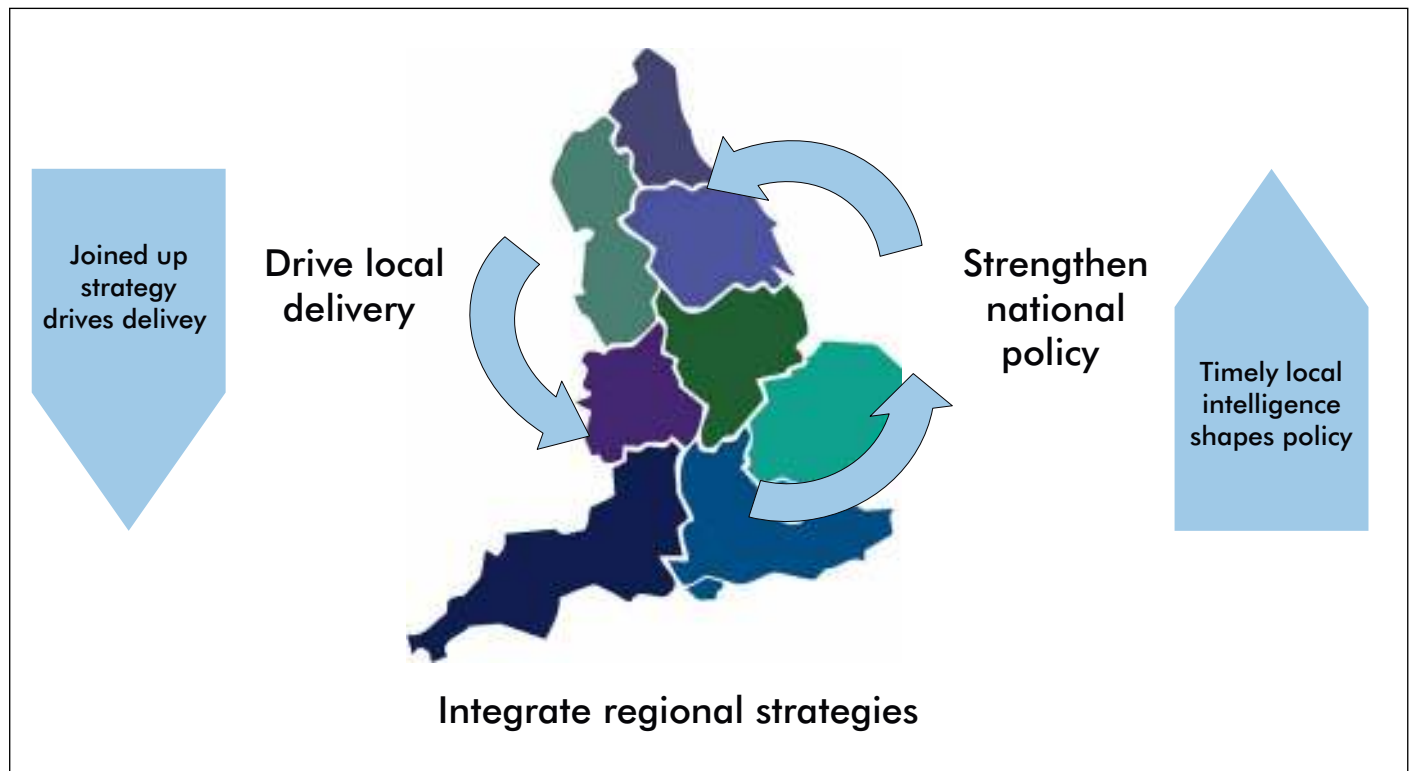
These first five chapters of the corporate plan describe the overall priorities and operational context for the GO Network. The chapters

emphasize the challenges facing the Network of organising to meet the needs of both national stakeholders and a diverse range of regional and local stakeholders. In this we are not unique; many other organisations in the public and private sectors manage this relationship. Where the Network is unique is in having 11 separate Departmental sponsors, all with different priority objectives and

levels of financial commitment to the Network.

The remaining chapters of the corporate plan describe how these complex relationships are managed in each of the GOs that comprise the Network.

Figure 1: An effective network with regional particularity





Our ambition

The Government Office Network – partnering with Whitehall to:

- strengthen national policies
- integrate regional strategies
- drive local delivery

Government Offices:

- are ‘Whitehall in the regions’ - each supporting a Regional Minister
- work at the crossroads of policy and delivery
- make a reality of decentralised and devolved government
- join up and align departmental programmes to ensure coherence in delivery
- feed back from the front line - identifying the key local issues and local players
- identify and resolve potential barriers to delivery
- oversee contingency planning and resilience, to enable Government to respond to large-scale wide-impact emergencies

In the Government Office Offer¹ we state our ambition for the Network:

“GOs are new government - ambitious, flexible and responsive across Whitehall and the regions. Government Offices connect policy to people and the places they live in. To the four ‘Ps’ of the new Civil Service - ‘pride, pace, passion and professionalism’ - the Government Offices provide another, ‘place’. We exist because what works for one part of the country may need to be different in another.”

Our Principles

“We provide strategic leadership and operate through partnerships with central, regional and local organisations ...”

Our unique selling point is our focus on place. We deliver at three spatial levels: nationally, regionally and locally.

We are committed to operating as an effective Network while reflecting regional differences. From September 2008 a new Network operating model will be based on a Network that is:

- respected by stakeholders for its knowledge, credibility, skills, integrity and professionalism
- recognised as being proactive, accountable and collaborative
- consistent with a new citizen-orientated approach by government
- based on strong evidence and analysis

- simpler and more responsive based on lean, focused organisations
- supported by efficient, effective and shared back-office functions
- results and intelligence driven
- flexible and able to work at pace

This document, together with Network Strategic Priorities Framework agreed with all our sponsor departments and the Network operating model, is a vital part of the Network’s ongoing transformation. Together they set out our priorities for the Network and how we will use our resources over the next three years to deliver them.

Transforming the Network

GOs are committed to transforming the Network, how it operates and its reputation in and beyond government.

The 2006 GO Review concluded that the Network needed to focus on partnering with Whitehall to:

- strengthen national policies
- integrate regional strategies
- drive local delivery

Since 2006, we have made significant progress with all GOs being restructured in line with the Review. A 32 per cent reduction

¹ GO Offer published by Government Office Network July 2007 [http://www.gos.gov.uk/common.docs/239393/partnering with whitehall.pdf](http://www.gos.gov.uk/common.docs/239393/partnering%20with%20whitehall.pdf)



in headcount has been achieved against the target of at least 33 per cent by December 2008, and a staff grade mix with 20 per cent of staff at Grade 7 or above has already achieved at Network level.

But we want to do more. The Network's operating environment has continued to change since publication of the GO Review.

CSR07 is challenging Government to deliver more efficiently and effectively through its focus on cross-cutting PSAs and joined-up government. Combined with the ongoing emphasis on devolved decision-making, the CSR has placed even greater focus on joined-up delivery at a local

level, through influencing local government and local partners. This has placed the Network in a pivotal role in Whitehall through our role in negotiating and performance managing the delivery of LAAs.

The CSR is also tightening departmental administration budgets. This will have an impact on the Network, and in future we will be operating with a smaller budget. We are reducing our operating costs through stopping non-core activities and becoming more efficient in the way in which we operate, in both our support and front line services.

As well as looking at how we deliver our business, we are also alert to

the changing landscape around us. The Sub-National Review (SNR) and the introduction of Regional Ministers (and potentially regional committees) has spurred further change in the regional governance architecture that we operate within. We must use this opportunity to secure our future position within Whitehall and the regions.

We have flagged our ambition to rise to these challenges in the GO Offer and we now need to deliver. In response to these challenges the GO Network Board has put in place a Transformation Programme, for which it takes collective responsibility. Board members also lead on particular projects.

Table 2: Transformation projects, the programme will be completed by December 2009

Transformation project	Lead RD	Expected outcome
European Programmes	Jonathan Blackie	deliver robust closure of the 2000-06 programmes (largely delivering European Regional Development Fund (ERDF) and European Social Fund (ESF)) and deliver a new strategic role on the 2007-13 programmes for CLG and DWP
Regional Governance	Trudi Elliott	defining and delivering a robust implementation plan for taking forward the SNR; also developing and supporting the role of Regional Ministers and the proposed regional committees
Effective Locality Management	Felicity Everiss	delivering effective locality management by building GO expertise on place, and influencing local and national stakeholders to negotiate and monitor challenging Local Area Agreements (LAAs) and Multi Area Agreements (MAAs)
Network operating Model	Jane Todd	developing and delivering a Network operating model that leverages efficiency and effectiveness across the Network and provides clear accountability to stakeholders
Transforming Corporate Services	Jane Todd	transforming corporate services to enable the Network to release resources to the front line; transformation of Human Resources and ICT functions has already taken place, with the focus now on transformation of Finance, Procurement and Estates
Transforming Communications	Brian Hackland	transforming Communications through the creation and implementation of an overarching Network Communication Strategy, underpinned by a robust communications infrastructure
People and Culture	Jonathan Lindley	Implementation of GO People Strategy and a Network culture that delivers the capabilities and behaviours needed for the new role of the Network
Analysis, Delivery and Performance	Jon Bright	building analytical capability and knowledge management to provide the intelligence and evidence base to support the role of the Network

Delivery context: the role of GOs



Strategic Priorities Framework

The Network's priorities are set out in the Strategic Priorities Framework. The Framework is the outcome of collective discussion between the GO Network and our sponsor Departments. It is the means by which Departments collectively define their strategic priorities and agree objectives with the Network, in line with the Comprehensive Spending Review (CSR07) and the GO Offer. It covers the period April 2008 to March 2011 and will be reviewed annually. Individual Departments and GOs agree regional priorities within the context of the national priorities framework and the outcomes of these regional discussions are reflected in the relevant GO chapters of this plan.

The draft strategic priorities for 2008-11 are:

Support delivery of high quality local services by:

- managing Government relations with localities
- supporting delivery of PSAs and Departmental Strategic Objectives (DSOs) through negotiating and monitoring Local Area Agreements (LAAs)
- supporting the continuous improvement of local government

Ensure the development of integrated and effective regional strategies and plans by:

- supporting implementation of the Review of Sub-National

Economic Development and Regeneration

- supporting Regional Ministers and the proposed regional committees
- supporting delivery of PSAs and DSOs through assisting and challenging regional bodies and joining up processes
- resilience: overseeing arrangements for contingency planning and recovery

Work with Whitehall Departments to strengthen Government policy development and the design of delivery programmes (especially PSA and DSO delivery).

Complete Government Office transformation to meet the aspirations of the GO Offer by:

- modernising Network corporate services
- managing the closure of existing European Regional Programmes and putting in place robust management arrangements for new programmes
- working to reach collective agreement on a more sustainable model of Network funding and citizenship

The following sections briefly describe the Network's role in each of these priority areas.

Supporting delivery of high quality local services

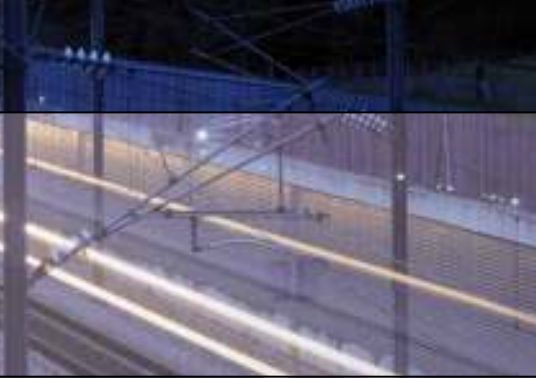
Comprehensive Spending Review 2007, PSAs, DSOs

The CSR07 set the Government's priorities for 2008-09 to 2010-11, highlighting collaborative and devolved action as a key theme. The 30 Public Service Agreements (PSAs) articulate the Government's highest priority outcomes spanning Departmental boundaries. The CSR07 period will see a focus on PSA delivery with Cabinet Committees regularly monitoring progress of cross-cutting PSAs, to hold Departments to account and drive performance.

GOs' work will be guided by these PSAs, together with sponsor Departments' Departmental Strategic Objectives (DSOs). Working with Departments GO Network have identified for each relevant PSA and DSO the GO role in supporting delivery of that PSA. A list of the 25 PSAs the GOs directly contribute to can be found at Annex A.

Negotiating and monitoring Local Area Agreements

The key element of the GO locality management role to date has been the negotiation of new LAAs for all 150 top tier local authorities. GOs are using their local knowledge, intelligence and robust evidence base to negotiate priorities and



performance targets with local partners taking into account national and local targets and priorities. LAAs will be submitted by local authorities in June, and Regional Directors will then make recommendations to Ministers.

GOs will subsequently monitor progress against national indicators, and will report to Departments on issues of concern arising from the reports, highlighting examples of good practice behind improved performance. They will work with Inspectorates to review progress and share relevant data or softer intelligence.

Each LAA will be reviewed annually by the GO, together with local authorities and their partners, to provide an opportunity for key priorities to be reassessed. If required GOs will re-negotiate LAA improvement targets with local authorities and partners, to reflect changing priorities and performance. Where there is underperformance against agreed priorities or following the Inspectorates' assessments, GOs will challenge localities to put forward proposals for improvement and, where appropriate, decide where Government interventions might be necessary.

In parallel with their work on LAAs, GOs have been involved with Multi Area Agreements (MAAs), where a number of local authorities and their partners are working together to achieve more than they otherwise could individually.

Twelve sub-regions are working towards agreeing an MAA in June. Although some will not be ready then, the second wave is expected to be prepared for sign-off in autumn 2008. MAAs are designed to complement both LAAs at the local level and take account of Regional Strategies and delivery arrangements. They are not an aggregate of LAAs. GOs have an important negotiation role and will take account of a number of factors, including the ability of the MAA partnerships to deliver, in deciding which scenario best applies. They have to broker the right outcome for each locality and sub-region, balancing the needs of local and national partners.

Supporting the continuous improvement of local government

The Local Government Performance Framework

Most of GOs' work with local delivery partners, will be carried out in the context of the Local Government Performance Framework. In particular, GOs will negotiate and support the delivery of new Local Area Agreements. They will also have a role, alongside the Audit Commission and other inspectorates, in monitoring local government performance against the 198 indicators in the national indicator set. Finally, in the context of the

Local Government Performance Framework, GOs will support local authority capacity building, by working with the Regional Efficiency and Improvement Partnerships (RIEPs).

Support the development of effective regional governance

Regional Strategies

The Network has a key regional role supporting regional spatial planning and its component regional strategies. It also has an important relationship with the Regional Development Agencies (RDAs).

The Sub-National Review was published in July 2007. The Review set out the Government's response to the challenges of globalisation and technological change on regions and localities. It provides a plan for change, to empower local authorities and regional agencies to support economic growth and tackle deprivation by giving regions and localities greater flexibilities, powers and incentives to respond to economic change, and ensuring that all areas are able to contribute to and benefit from economic growth.

At the regional level, the SNR sought simpler and clearer accountability arrangements, with more policy and funding decisions devolved from the centre. The key commitments in respect of the regional tier (outside of London) were:

- a single regional strategy for each region, combining the current Regional Economic Strategy (RES) and Regional Spatial Strategy (RSS)
- making RDAs responsible for preparing the Regional Strategy, working closely with local authorities and other partners, including business and the third sector, and involving Regional Ministers
- local authorities (or sub-regions) will, as a first step, set out a vision for the sustainable development of their area, as a basis for drafting the strategy (this complements other proposals in the SNR to strengthen local authorities' economic vision and leadership role)
- local authorities will also have a stronger role in the public scrutiny of RDA performance, as will Parliament
- Regional Assemblies will be phased out

This package of institutional reform is expected to be implemented from 2010, following primary legislation.

GOs will support implementation of the SNR and help manage the transition.

Supporting Regional Ministers and the proposed Regional Committees

Regional Ministers

A Minister for each of the Regions was appointed in June 2007, as part of the constitutional reforms proposed in the Governance of Britain Green Paper. They have a role to champion the Government in their region and their region in Government. GOs support Regional Ministers in this work.

Regional committees

The Governance of Britain Green Paper and the Sub-National Review also recommended greater Parliamentary scrutiny of RDAs and other regional institutions, including the work of GOs. This is likely to be through some form of committee operating in each of the regions.

It also proposed mechanisms for Parliament to hold Regional Ministers to account. The House of Commons Modernisation Committee is currently concluding its enquiry into regional accountability and the Government will respond to its recommendations in due course.

Any new arrangements implemented as a result will have implications for GOs, in continuing to support Regional Ministers, and also in support for parliamentary scrutiny of regional institutions.

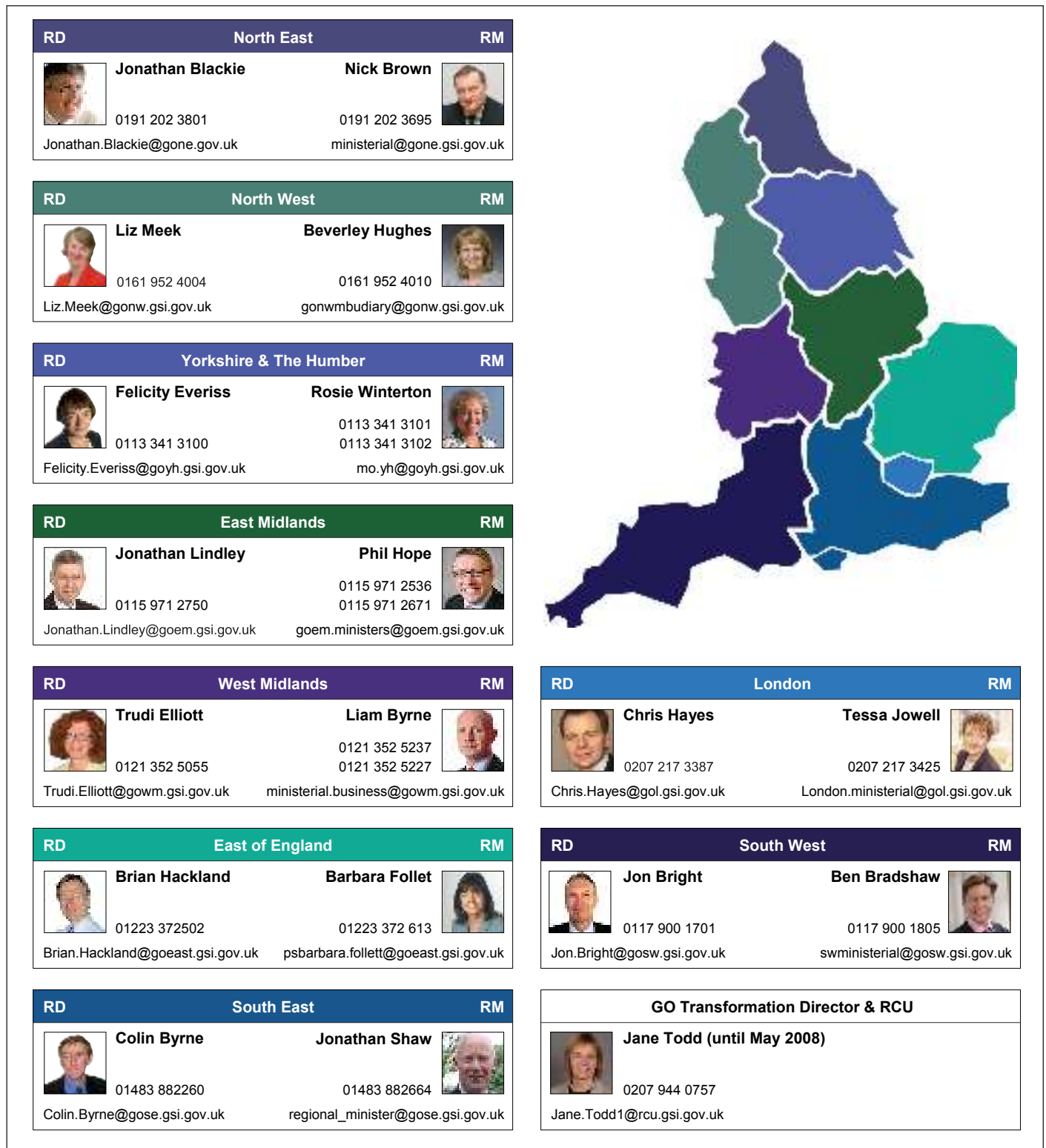
Overseeing arrangements for contingency planning and recovery

The GO Network plays an important role in civil resilience arrangements. The Network is responsible for overseeing arrangements for contingency planning and recovery, and challenges to cohesion. Over the period of the Corporate Plan we will continue to work with local, regional and national partners, to ensure that, in the event of a large-scale wide-impact emergency, the response is smooth and effective, mitigating health implications and minimising the impact on property and the environment.

We will work with the Cabinet Office, CLG, and other sponsor Departments to ensure that we have sufficient resource and systems to deal with these emergencies, as well as making Departments aware of the impact of this activity on non-priority work.

Where the nature of the event necessitates, GOs will put in place arrangements to move from response, through recovery, to post-event regeneration. This includes the co-ordination of intelligence on risk and performance to Departments, so that they understand and address the implications for local services, and can brief their Ministers and Regional Ministers.

Figure 2: Regional Ministers



Coordinating effective delivery



To meet these objectives the Network will focus its resources on these high priority areas, both as a Network and in individual GOs. A key challenge for the Network, and the reality governed by our financial settlement and our desire for continuing transformation is to deliver this core business while continuing to become more efficient, effective and consistent as a Network. To do this, we need to ensure that all parts of our organisation are working well as an integrated whole.

Key to successful delivery are:

- strong leadership and governance - of the Network, of individual GOs and of our work for sponsor Departments
- having the right organisational structures
- excellent communications and stakeholder relationships
- effective and efficient use of financial resources - especially developing greater transparency about how the network deploys resource to deliver its priorities, and the allocation of resources between GOs
- making sure staff have the support, capacity and capability to do their jobs well
- providing really good support services, especially IT and premises, which facilitate our new ways of working
- effective business systems and processes, including business planning processes

Through the GO Transformation Programme the Board will continue to address each of these over the next 18 months.

Leadership and Governance of the Network

Leadership

Regional Directors and other senior officials within the Network have a key leadership role. Regional Directors are responsible for:

- the collective leadership of the Network, including leadership of GO transformation projects on behalf of the Network
- leading their GO
- leading in the region
- leading, on behalf of the Network, the relationship with a sponsor department and associated policy areas

Deputy Regional Directors (DRDs) have a key responsibility for giving leadership in their GO, for the implementation of the Transformation Programme across the Network and within their GO, and for supporting Regional Directors in their work with Departments on behalf of the Network. In particular, Deputy Regional Directors will lead for the Network on delivery of PSAs and DSOs. (We are in the process of identifying a named DRD for each PSA and DSO, where GOs have a role in supporting their delivery.)

Governance

The Director General for the GO Network (who is also the Additional Accounting Officer) has personal responsibility for ensuring and enabling all elements of the Network's corporate governance arrangements.

There are three key organisational elements and one key system, which support the delivery of corporate governance in the GO Network. These are underpinned by a range of other elements to ensure that corporate governance arrangements are comprehensive and meet the needs of the GO Network.

Key organisational elements: GO Network Board

This is chaired by the Communities and Local Government Director General, Joe Montgomery, and comprises all the Regional Directors and the GO Transformation Director. The Board provides collective leadership to the GO Network, by driving strategy and ensuring sound corporate governance.

The GO Network Transformation Board

Oversees and steers the Network transformation programme. The Board is chaired by the GO Transformation Director and co-ordinates the progress of different change projects that have been established to drive transformation across the Network.

Audit & Risk Committees

The work of the Board is supported by National Audit & Risk Committee, which is chaired by a non-executive Director with membership is made up of the nine GO Audit Committee Chairs. Their role is to review and constructively challenge the adequacy of risk management and to direct the annual assurance cycle in the Network. This covers both programme and administration budgets, and associated risks and controls.

The relationships between these elements is summarised in figure 3.

Having the right organisational structures

Since 2006 all GOs have reorganised to become smaller, with a higher proportion of senior

staff and more of a focus on place. The Network has also agreed to expand the coverage of network corporate services to include Procurement, Finance and Estates Management. It is also working with CLG to explore opportunities for shared services.

The Network business operating model looks at our organisational structures, and in particular the relationship between theme and place facing functions and the proportion of the former that might be Network-based.

The project will also consider the role of the Regional Co-ordination Unit in providing the Network's HQ and corporate functions.

Communications and stakeholder relations

The Network's transformation of communications and influencing of

Whitehall projects will reposition the Network in accord with our vision in the GO Offer of being seen by our key stakeholders as ambitious, flexible and responsive. Most of this will be achieved by the Network delivering our agreed priorities as set out in the Strategic Priorities Framework (SPF). However, as part of the Network's communications strategy we will be taking a more active and consistent approach to stakeholder management. This will be part of a new Network communications strategy due to be published in May 2008. It will include the results of work commissioned from the Central Office of Information on stakeholder mapping, and a major survey of stakeholders in September 2008.

The Network's sponsor Departments are key stakeholders. The Inter Departmental Steering Group (IDSG) comprises representatives of each sponsor Department, as well as the Regional Directors. Through IDSG, Departments collectively contribute to its strategic direction.

As part of our engagement with Whitehall, each Regional Director is twinned with and leads the Network's relationship with a Department. These leads are described in table 3. The Regional Director, supported by the relevant Deputy Regional Directors, ensures that the Network maintains a good relationship with the Department.

Figure 3: GO governance - organisational structure

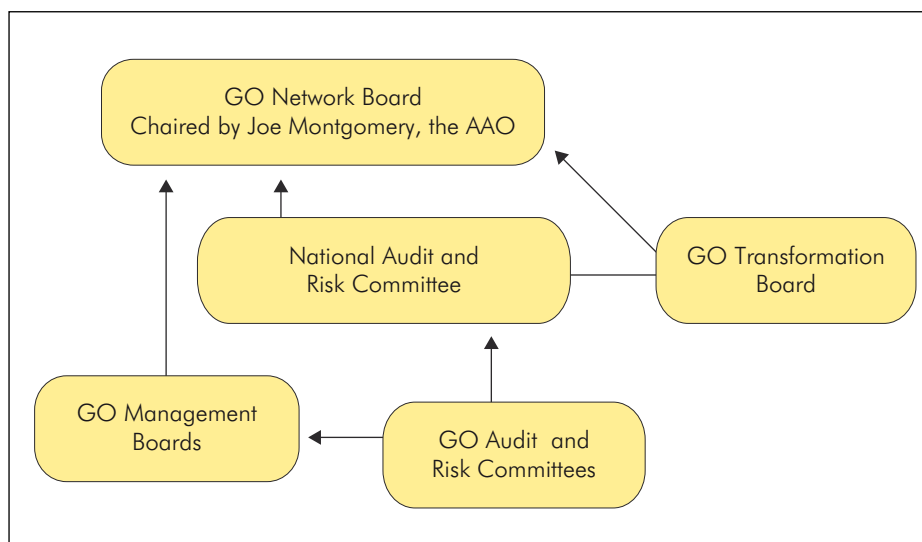


Table 3: Regional Director departmental leads

Regional Director	Department(s)
Brian Hackland (East)	Department of Transport Government Equalities Office
Jonathan Lindley (East Midlands)	Home Office (except Office for Security and Counter Terrorism)
Jonathan Blackie (North East)	Department of Business, Enterprise and Regulatory Reform (<i>Department of Innovation, Universities and Skills</i>)
Liz Meek (North West)	Communities and Local Government (LG/LAAs/Regions) Cabinet Office (Social Exclusion Board)
Colin Byrne (South East)	Communities and Local Government (Housing & Planning)
Jon Bright (South West)	Department for Environment, Food and Rural Affairs
Trudi Elliott (West Midlands)	Communities and Local Government (Cohesion, Olympics & Resilience) Department of Culture, Media and Sport (aligned to Olympics) Home Office (Office for Security and Counter Terrorism)
Chris Hayes (London)	Department for Work and Pensions
Felicity Everiss (Yorkshire & Humber)	Department for Children, Schools and Families (<i>Department of Health</i>)
Jane Todd (Transformation)	HM Treasury Cabinet Office (Office of Third Sector) Communities and Local Government (Corporate Services)

Effective and Efficient Use of Resources

Financial allocations for 2009-10 are described in the chapter 'Resource Management', and in more detail in the relevant GO chapter.

The Network has two strategic challenges on funding:

- To reach agreement with sponsor Departments on a more transparent, sustainable funding model for the Network as a whole.
 - In the short term, we will complete the current exercise in allocating resources to activity levels in supporting PSAs and agreeing a measure for the added value of the Network.
 - In the longer term, we recognise that a further look at the funding and citizenship model for the Network is required.
- We also need to develop a more transparent allocation of funding between GOs. The Board has agreed to have a new allocation model for 2009-10, for funding between GOs, which is more transparent and addresses some of the imbalance of funding that currently exists.

People

In the period 2008-11, a dedicated GO People Strategy will ensure that the Network is able to meet the challenges posed by the 2006 GO

Review by creating:

- a Network which operates to corporate and high standards of performance
- a flexible and proactive workforce with the ability to deliver consistently
- an organisation which is acknowledged by sponsors and stakeholders as a key partner

To do this, we will work to achieve the following five goals:

1. The development of skills and behaviours which will enable the Network to develop broader and deeper capacity in key areas (e.g. locality management, analytical skills, performance management, ability to influence regional stakeholders and Whitehall networks).
2. The development of ways of working and organisational structures, which will create the capacity and capability for the Network to deliver successfully the GO Offer.
3. The development of a more diverse workforce to ensure that we take advantage of the complete range of talents available, whilst enabling us more accurately to represent the make up of the communities in which we operate.
4. The development of selection, recruitment and reward systems which ensure that the Network identifies and makes effective use of those individuals who

demonstrate the required skills and behaviours.

5. The development of cost effective HR systems and processes which provide excellent customer service and support for staff.

The strategy will be reviewed annually against an agreed set of key success measures and corporate HR health indicators. Staff and GO National Trade Union Side representatives will be consulted on a regular basis on the specific activities undertaken in support of these goals, and on the development of future action plans. A core group led by a Regional Director will assume overall responsibility for implementation of the Strategy.

Specific activities, which will occur under the auspices of the GO People Strategy, are:

- production of an annual corporate Learning & Development Strategy
- continuing work to ensure that the Network meets its headcount reduction targets
- undertaking work to consider the implication of our future funding for the Network's grade mix
- implementation of a GO Equality and Diversity plan
- a review of recruitment, selection and reward systems within the Network
- a programme to promote and support the well-being of GO staff within the workplace

Efficient and effective back office services

The Transformation Board has agreed a range of projects on corporate services which deepen and accelerate the existing trend within the Network towards centralising strategic corporate functions, and significantly reducing the specific GO responsibilities for these activities.

Information Technology

Improving the Network's IT capability is a key driver of the Transformation Programme. The Network is producing a Remote, Mobile and Flexible working strategy (as part of the Network's IT and People Strategies).

We will continue to work closely with CLG to ensure that the future strategy for GO Information and Communications Technology does not unnecessarily diverge from that of the wider CLG agenda.

Estates

The Network has to meet significant costs relating to the buildings it occupies or holds leases for. As part of the GO Transformation Programme specialist consultants have looked at all our buildings and how we can be more efficient in the use of the Network's property estate.

In some GOs (Government Office for the West Midlands, Government Office for London, Government Office for the North West), because of particular issues with regard to buildings or leases, there is

considerable work already in hand to identify options for the future or let space.

We are now turning attention to other parts of the estate, particularly in Leeds, Guildford and Newcastle, to look at ways in which costs can be reduced.

Business systems and processes

The Network's high-level objectives, contained within the Strategic Priorities Framework, are informed and augmented by Departmental agreements and guidance, and translated into programmes of work in the individual GO chapters of this plan. Figure 4 shows the relationships between the SPF, our Network Corporate Plan and the individual GO Plans (which sit within the overall Corporate Plan).

We have developed a suite of 15 Network key performance indicators, against the balanced scorecard. We are working up measures against these targets which will be reported on at

regular intervals. Where an existing reporting structure is in place, we will use that; otherwise the measures will be reported on through the On Line Performance Management System.

Figure 4: The relationships between the SPF, and Network Corporate and individual GO Plans



Key performance indicators

The Network has agreed a set of key performance indicators against each of the four generic perspectives within a balanced scorecard:

- financial (VfM in delivering business)
- customer (perspective and satisfaction)
- internal (key internal business drivers)
- innovation and learning (the potential future growth of the Network)

Figure 5: GO Network balanced scorecard

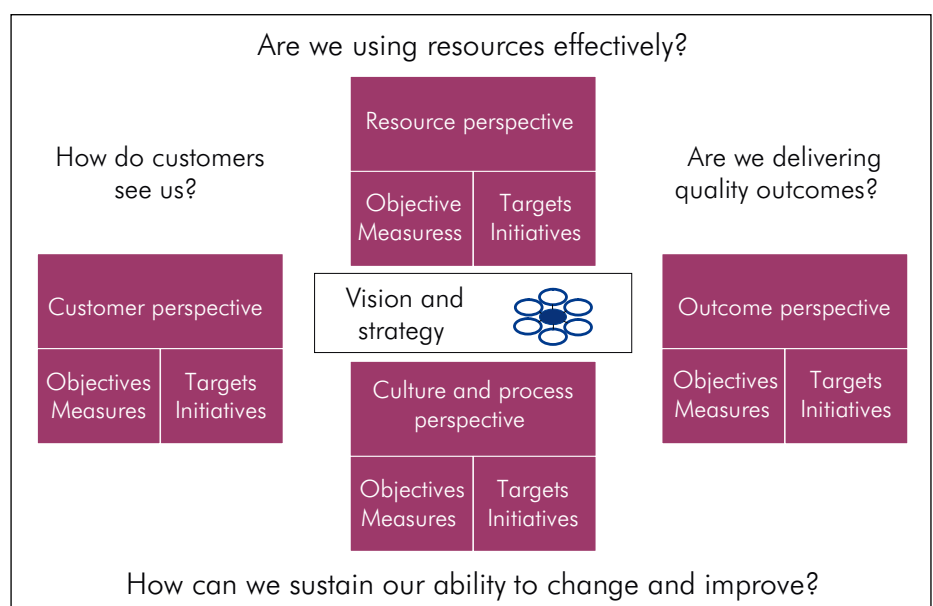


Table 4: Network key performance indicators

Resources	
1	Finance: the Network manages its budget in the short, medium and longer term
2	People: to manage our staff numbers and grade mix to enable us to deliver our commitments to Departments and in the Transformation Programme
3	Estates
4	ICT
5	Value for Money (VfM)
Customer perspective	
6	Level of stakeholder awareness of and satisfaction with the GO
Outcomes	
7	Support delivery of high quality local services by: <ul style="list-style-type: none"> • managing Government relations with localities to support delivery of high quality policy outcomes • supporting delivery of relevant PSAs and DSOs through negotiating and monitoring Local Area Agreement • supporting the continuous improvement of Local Government
8	Support the development of effective regional governance by: <ul style="list-style-type: none"> • helping implement the Review of Sub-National Economic Development and Regeneration • supporting Regional Ministers and the proposed regional committees • supporting delivery of PSAs and DSOs through assisting and challenging regional bodies and joining up processes • resilience: overseeing arrangements for contingency planning and recovery
9	Work with Whitehall Departments to strengthen Government policy development and the design of delivery programmes (especially PSA and DSO delivery)
10	Complete Government Office transformation to meet the aspirations of the GO Offer by: <ul style="list-style-type: none"> • modernising Network corporate services • managing our exit from existing European Regional Programmes and putting in place new management arrangements • work to reach collective agreement on a more sustainable model of network funding and citizenship
Culture and processes	
11	Ensure strong network, and GO governance and transparency
12	Through implementation of the Network People and Culture Strategy, develop workforce behaviours that support the Network's values and objectives
13	Complete the GO transformation programme by December 2009
14	Become a simpler and more responsive organisation
15	Become an organisation capable of continuous improvement, innovation and learning

Our plans for monitoring and reporting



Performance Management

The Network is refreshing its performance management system. This includes the Online Performance Management System, but also embedding performance management reporting as a regular and systematic feature of both the GO Network Board and Inter Departmental Steering Group. A key element for this is the production of the KPIs which will allow regular monitoring of high level GO performance.

The Network's Online Performance Management System enables us to report quarterly to Departments on each Government Office's contribution to PSAs and other Departmental measures. It will also be used to inform:

- quarterly high level performance management reports to IDSG, also drawing on agreed KPIs and other data sources, to enable a collective discussion on performance between the Network and Departments
- quarterly high level performance management reports, also drawing on the Network balanced scorecard, to the GO Network Board

Additional methods for managing performance are:

- strategic Departmental discussions / performance reviews with individual GOs which will take place bi-annually
- a brief annual end of year monitoring report on the Network's KPIs produced for the GO Network Board and IDSG

These reporting mechanisms will allow the GO Network Board to manage the Network more effectively, with peer review and challenge as a vehicle for continuous improvement, while providing Departments with a stronger role in GO performance management. The Network will continue to review, enhance and streamline Department-specific reporting that falls outside of the measures above.

Annual Review

There will be an annual process of review for the Strategic Priorities Framework and the Network Corporate Plan. Each year, as part of the business planning cycle, sponsor Departments will be invited to review the Network's priorities and submit details of any changes

to their areas of work. It is likely that the overall Network priorities will not change substantially, though each region's emphasis may evolve over time.

There will be a structural approach for the acceptance and incorporation of new initiatives by the Network and to ensure that they are in keeping with the role of Government Offices described in the GO Offer. Depending on the extent of the change, this may entail bilateral discussions between the relationship manager with lead policy responsibility, and the Department(s), or a meeting for collective consideration.



Resource management



Network resources

The administration funding expected to be provided to the Network in 2008-09 is £131.27m, reducing to £127.75m in 2009-10 and £123.57m in 2010-11. This is provided by 10 sponsor Departments (HO pays on behalf of MoJ) and held in the CLG accounts. The expected funding from each Department in 2008-09 is shown in figure 6.

2008-09 funding has been reduced in line with the CSR07 settlement, which has imposed a reduction of 2.24 per cent on the current year allocations - this equates to a reduction of £3.4m from the 2007-08 funding. The closure of the European programmes may result in further funding reductions, with both CLG and DWP to review their existing contributions.

The planned split between pay and non-pay in 2008-09 is £91.74m/£39.53m. The specific allocations GO-by-GO split is as shown in table 5.

The RCU agrees individual allocations with all GOs to cover their local pay and non-pay requirements. The RCU is also funded from the Departmental contributions and holds various central budgets on behalf of the Network. This already includes the Network ICT budget and from April 2008 will also include the Estates budget (shown separately on table 5). Further centralisation may also result from current transformation projects.

Annual resource planning exercises are undertaken to establish the requirements of each office.

The GO Network holds non-cash resource to cover depreciation, cost of capital and dilapidations, and the 2008-09 forecast is £2.5m. There is also a capital budget of £2.86m which is available for appropriate capital projects, and which is expected to be predominantly used to support estates rationalisation work.

The GOs manage programme budgets on behalf of sponsor Departments subject to the receipt of formal delegations from Departments to the Regional Directors. The funding is not transferred to the GOs, but remains within Departmental accounting systems and their accounts. The total of programme expenditure managed/influenced by the GO Network in 2006-07 was £7.7bn – and the Departmental split is set out in figure 7.

A future funding model will be developed by April 2009 to address the allocation of resources for particular activities, the distribution between GO and Network requirements for transformation. The future funding model will be implemented by:

- intra-GO transfers as required
- the creation of 'transformation' fund from estates rationalisation
- greater transparency and agreement on added value by outcome

This is in the context of anticipated 5% year on year reductions in Network funding during the CSR period.

The chart represents the current information on the expected funding transfers to be provided by sponsor Departments in 2008-09. In addition to the Departments shown, the Department of Health also has a significant presence in the GOs, with 178 full time equivalents accommodated in the GOs as at January 2008. DH staff are not integrated into the GO Network, with staff remaining on the DH payroll, though DH contribute £1.8m to the Network for the accommodation occupied. This explains why only nine Departments are shown on the pie chart provided.



Figure 6:
GO funding sources, 2008-09 contributions (£m)

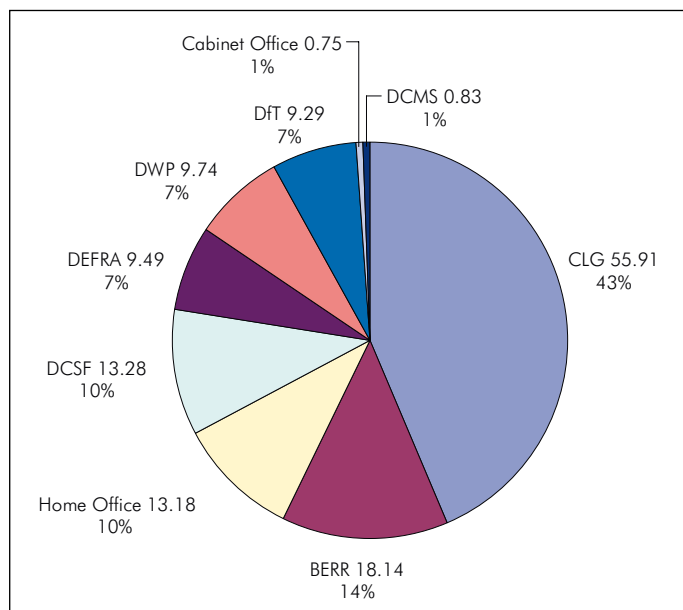


Figure 7:
Funding of each Department across programmes 2006-07

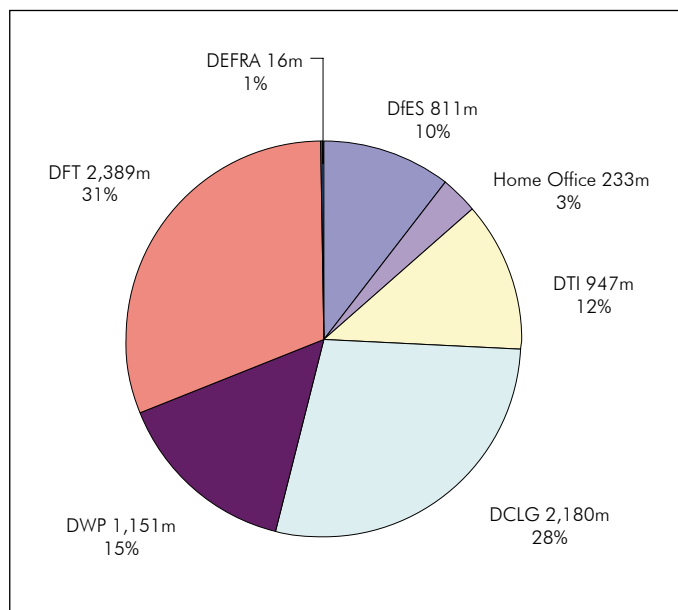


Table 5: Network allocations 2008-09 as at March 2008

GO	Pay (£k)	Non-pay (£k)	Totals (£k)
North East	8,700	650	9,350
North West	11,250	900	12,150
Yorkshire and the Humber	8,470	620	9,090
West Midlands	9,600	560	10,160
East Midlands	8,235	840	9,075
East of England	8,850	590	9,440
South East	10,820	575	11,395
South West	9,760	1,070	10,830
London	11,300	450	11,750
Regional Co-ordination Unit	3,780	280	4,060
Central budgets	-	12,998	12,998
Estates (assuming income of £8.4m)	900	17,510	18,410
Totals	91,665	37,228	128,708
2008-09 allocations			130,594
Balance to be held by RCU			1,886

Note: Regional Co-ordination Unit budget contains the central budgets held for the Network, including ICT

Table 6: Funding of Government Offices by Department until 2010-11 (£k)

Department	Total contribution in 2007-08	% Baseline contribution	Total contribution in 2008-09	% Baseline contribution	Total contribution in 2009-10	% Baseline contribution	Total contribution in 2010-11	% Baseline contribution
CLG	55.113	39.82	54.060	40.79	47.729	38.49	46.400	39.17
DfT	9.513	6.87	9.285	7.01	9.056	7.30	8.828	7.45
BERR	14.190	10.25	13.849	10.45	13.509	10.89	13.168	11.12
UK TI	4.665	3.37	4.286	3.23	4.198	3.39	4.109	3.47
DCSF	13.715	9.91	13.283	10.02	12.955	10.45	12.629	10.66
DWP	9.980	7.21	9.740	7.35	9.501	7.66	7.261	6.13
Defra	10.768	7.78	9.488	7.16	9.158	7.39	8.835	7.46
DCMS	0.848	0.61	0.828	0.62	0.807	0.65	0.787	0.66
Home Office	13.760	9.94	13.176	9.94	12.618	10.18	12.085	10.20
Cabinet Office	0.764	0.55	0.745	0.56	0.726	0.59	0.708	0.60
ASLCs	1.900	1.37	1.854	1.40	1.809	1.46	1.763	1.49
Near-cash Totals	135.216	97.69	130.594	98.53	122.066	98.44	116.574	98.41
Non-cash	3.204	2.31	1.944	1.47	1.933	1.56	1.884	1.59
TOTALS	138.420	100.00	132.538	100.00	123.999	100.00	118.459	100.00

People

The following charts show the number of people that the Government Office Network employs, the grade mix of the staff, and the split of staff from sponsor Departments. They also show the diverse nature of the GO Network.

At December 2007, there were 2,174 staff (2,083 full-time equivalent (FTE)) employed in the GOs, a reduction of 941 (886 FTE) on the staffing baseline in October 2004 as set by the GO Review.

Figure 9 compares the percentage of staff from each sponsor department in October 2004 and December 2007.

Excluding staff who leave early as a result of early exit schemes and dismissals, staff turnover through natural wastage is at 13 per cent in 2007.

Figure 8: Total GO staff grade mix (%), Dec 2007

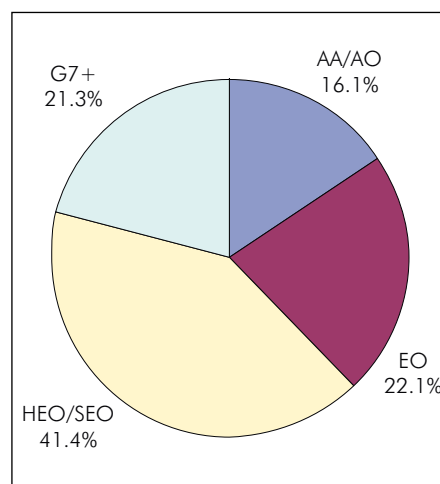


Figure 9: Total staff (%) by parent Department

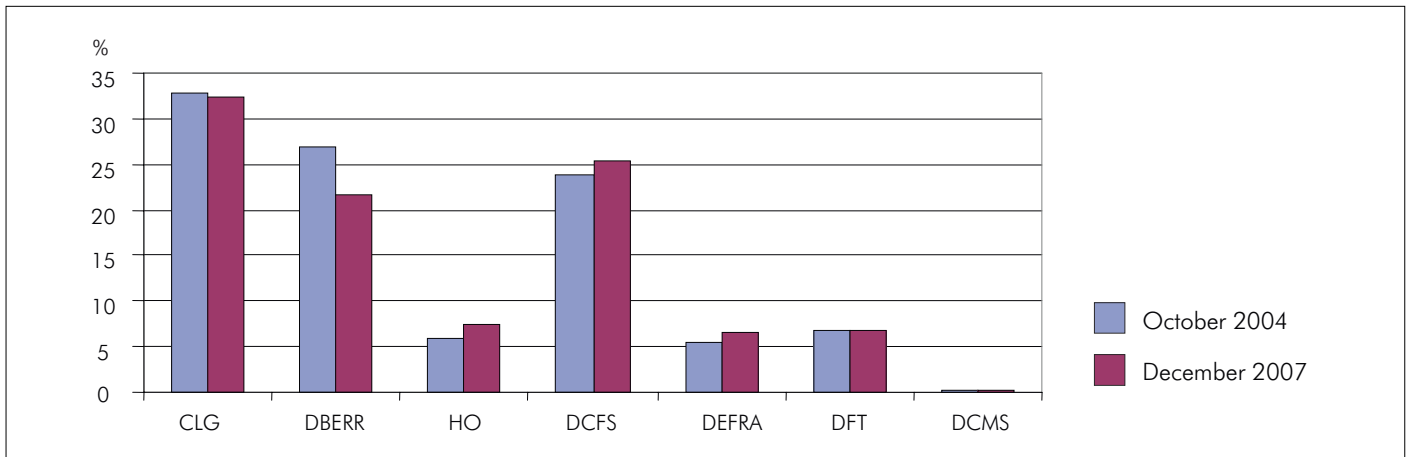


Figure 10: Headcount by GO, Dec 2007

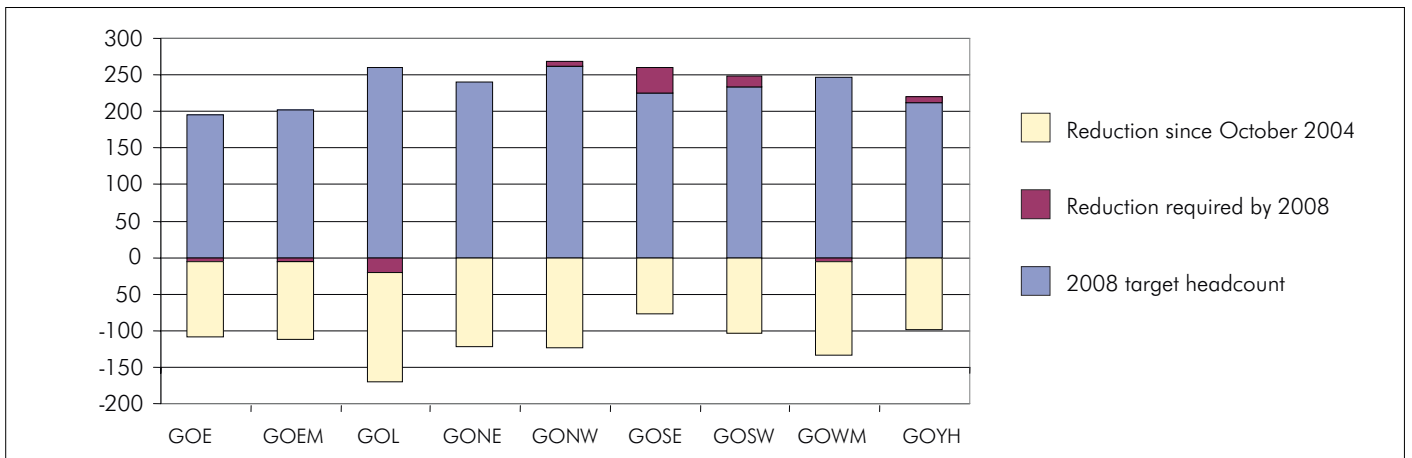
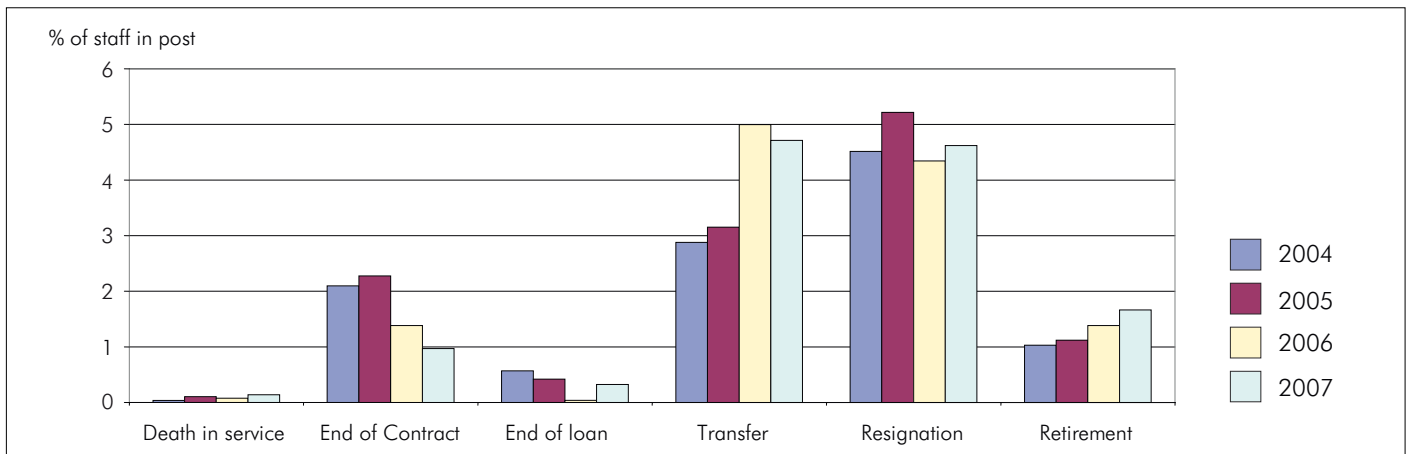


Figure 11: Reasons for leaving 2004-07 (excluding early exit schemes and dismissals)



Annex A



List of Public Service Agreements relevant to GOs

PSA No	PSA	Lead Dept
1	Raise productivity	BERR
2	Improve skills	DIUS
3	Ensure controlled, fair migration	HO
5	Deliver reliable and efficient transport networks	DfT
7	Improve economic performance of all regions	BERR
8	Maximise employment opportunity	DWP
9	Halve number of children in poverty	HMT
10	Raise educational achievement	DCSF
11	Narrow educational achievement gap	DCSF
12	Improve children's health and well-being	DCSF
13	Improve children's safety	DCSF
14	Increase number of children on path to success	DCSF
15	Address disadvantage	GEO
16	Address social exclusion	CO
17	Tackle poverty and well-being in later life	DWP
18	Promote better health	DH
20	Increase housing supply and affordability	CLG
21	Build more cohesive communities	CLG
22	Deliver a successful Olympics Games	DCMS
23	Make communities safer	HO
24	Deliver a more effective Criminal Justice System	MoJ
25	Reduce alcohol & drugs harm	HO
26	Reduce risk from terrorism	HO
27	Lead global effort on climate change	Defra
28	Secure a healthy natural environment	Defra



Glossary

Acronym

BERR	Department of Business, Enterprise and Regulatory Reform
CLG	Department for Communities and Local Government
CO	Cabinet Office
DCMS	Department of Culture, Media and Sport
DCSF	Department for Children, Schools and Families
Defra	Department of the Environment, Food and Rural Affairs
DfT	Department of Transport
DH	Department of Health
DIUS	Department for Innovations, Universities and Skills
DWP	Department for Work and Pensions
ERDF	European Regional Development Fund
ESF	European Social Fund
GEO	Government Equalities Office
GO	Government Office
HMT	HM Treasury
HO	Home Office
KPIs	Key Performance Indicators
LAAs	Local Area Agreements
MAA	Multi Area Agreement
MoJ	Ministry of Justice
PSAs	Public Service Agreements
RCU	Regional Co-ordination Unit
RDAs	Regional Development Agencies
RES	Regional Economic Strategy
RSS	Regional Spatial Strategy
SNR	Sub-National Review
SPF	Strategic Priorities Framework

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