



Office of the  
Deputy Prime Minister  

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Creating sustainable communities

# Business Plan 2004-05

June 2004

Office of the Deputy Prime Minister: London

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# FOREWORD

**BY MAVIS McDONALD, PERMANENT SECRETARY**

Welcome to the second Business Plan for the Office of the Deputy Prime Minister. It sets out what we intend to achieve in the current year and the resources available to us. As our Annual Report 2004 demonstrated we have already achieved a lot in the last year and we want to continue to build on this performance. Our aim is to achieve sustainable communities – places where people want to live – that promote opportunity and a better quality of life for all.

We start the year with a clear set of strategic priorities underpinned by our SR2002 Public Service Agreement targets. We also have a new corporate structure designed to deliver these priorities, enhancing our strategic capacity to plan ahead, manage risk, and monitor delivery.

Once again we face a tight administrative resource position. In response we have concluded a particularly tough business planning round which has involved a fundamental review of all that we do and ensured that we are much more focussed on our strategic and corporate priorities.

We are also striving to become more efficient. We have already made important changes, but we need to do more and we will be developing our responses to Lyons and Gershon. We will also be looking to sunset activities, which no longer contribute, to our strategic priorities.

We will continue to focus on delivering on our PSA targets and major projects and improving our ability to co-ordinate cross-cutting activity in Whitehall and beyond. Through our new Centre of Excellence we will further strengthen our programme and project management capability and our arrangements for monitoring and reporting.

A particular priority in the year will be strengthening the ability of all of us to deliver, through our Excellence in Delivery programme and better programme and project management. We will also need to be ready to respond effectively and quickly to the outcome of the 2004 Spending Review.

The Plan will help us all track our progress throughout the year, spotting problems early enough to deal with them and finding innovative ways to do better where possible. Working together I am sure we will have a great 2004/05.

A handwritten signature in black ink that reads "Mavis McDonald". The signature is written in a cursive, flowing style.

**MAVIS McDONALD**

# CHAPTER 1

## Aim and Strategic Priorities

### Our aim

Our aim is to create prosperous, inclusive and sustainable communities for the 21st century – places where people want to live – that promote opportunity and a better quality of life for all.

Creating sustainable communities requires a step change in the way our housing and communities are planned, designed and built. But creating sustainable communities is about much more than bricks and mortar. It is about good governance, public participation, partnership working and civic pride. It is about learning from the mistakes of the past and linking social, economic and environmental programmes.

Our Communities Plan includes major investment in housing, transport and regeneration, changes in planning, design and construction and a new regional approach to tackling the different housing problems across the country.

We are helping to narrow the economic divide between and within regions and giving people a bigger say in what happens in their region. To ensure our programmes are meeting the needs of different communities we are supporting strong, effective, financially stable local government and devolving power to local neighbourhoods.

We believe sustainable communities are the building blocks of a decent, tolerant, inclusive society. We work across government and with other partners to help people renew and regenerate their neighbourhoods, particularly in our most deprived areas, and to promote social inclusion. We are tackling the problems of homelessness and anti-social behaviour, driving up the quality and supply of housing, modernising the planning system and improving our parks and public spaces.

Sustainable communities are about a reconnection between people and place – a new localism that builds and binds strong communities, with good local schools, transport, healthcare, employment and leisure – generating prosperity and a renewed sense of civic pride.

### Our strategic priorities

We will create sustainable communities through our 5 new strategic priorities, each of which is underpinned by one or more SR2002 Public Service Agreement targets.

<b>Priority 1</b>	Delivering a better balance between <b>housing supply and demand</b> by supporting sustainable growth, reviving markets and tackling abandonment <b>(PSA targets 5 and 6)</b>
<b>Priority 2</b>	Ensuring people have <b>decent places to live</b> by improving the quality and sustainability of local environments and neighbourhoods, reviving brownfield land, and improving the quality of housing <b>(PSA targets 1,5 and 7)</b>
<b>Priority 3</b>	<b>Tackling disadvantage</b> by reviving the most deprived neighbourhoods, reducing social exclusion and supporting society's most vulnerable groups <b>(PSA targets 1 and 7)</b>
<b>Priority 4</b>	Delivering <b>better public services</b> , by devolving decision-making to the most effective level – regional, local or neighbourhood: <ul style="list-style-type: none"> <li>• Promoting high quality, customer focussed local services and ensuring that adequate, stable resources are available to local government</li> <li>• Clarifying the roles and functions of local government, its relationship with central and regional government and the arrangements for neighbourhood engagement, in the context of a shared strategy for local government <b>(PSA targets 1 and 4)</b></li> </ul>
<b>Priority 5</b>	Promoting the development of the <b>English regions</b> by improving their economic performance so that all are able to reach their full potential, and developing an effective framework for regional governance taking account of the public's view of what's best for their area <b>(PSA targets 2 and 3)</b>

## PUBLIC SERVICE AGREEMENT TARGETS

The seven Public Service Agreement that currently underpin our strategic priorities were set under the Spending Review 2002 and are currently under review in the Spending Review 2004.

Strategic Priority	Spending Review 2002 Public Service Agreement Targets
1	<p><b>PSA 5.</b> Achieve a better balance between housing availability and the demand for housing in all English regions while protecting valuable countryside around our towns, cities and the greenbelt – and the sustainability of existing towns and cities – through specific measures to be set out in the Service Delivery Agreement (SDA)</p> <p><b>PSA 6.</b> All local planning authorities to complete local development frameworks by 2006 and to perform at or above best value targets for development control by 2006</p>
2	<b>PSA 7.</b> By 2010 bring all social housing into decent condition with most of this improvement taking place in deprived areas, and increase the proportion of private housing in decent condition occupied by vulnerable groups <b>(Also PSA targets 1 and 5)</b>
3	<b>PSA 1.</b> To promote better policy integration national, regionally and locally; in particular to work with departments to help them meet their PSA floor targets for neighbourhood renewal and social exclusion <b>(Also PSA target 7)</b>
4	<p><b>PSA 4.</b> Improve delivery and value for money of local services by:</p> <ul style="list-style-type: none"> <li>• Introducing comprehensive performance assessments and actions plans and securing a progressive improvement in authorities' scores</li> <li>• Overall improvements in cost effectiveness of 2% or more</li> <li>• Assisting local government to achieve 100% capability in electronic delivery of priority services by 2005, in ways that customers will use <b>(Also PSA target 1)</b></li> </ul>
5	<p><b>PSA 2.</b> Make sustainable improvements in the economic performance of all English regions and over the long term reduce the persistent gap in growth rates between the regions, defining measures to improve performance and reporting progress against these measures by 2006*</p> <p><b>PSA 3.</b> Provide the opportunity by the end of this Parliament for a referendum on regional government in regions where there is a demand for it</p>

\*Joint target with HM Treasury and DTI

How we will take this work forward is set out in more detail in Chapters 3 – 7 below.

## Improving our ability to deliver

In order to improve our ability to deliver, the Office is taking forward a programme to improve our leadership and strategic focus, engagement with stakeholders, management of delivery, particularly the application of PPM approaches, Human Resources and financial management. This work is described in more detail in Chapter 8.

# CHAPTER TWO

## Resources

The table below illustrates how we propose to allocate our programme resources between our PSA targets for the remaining two years of the spending round. It should be noted that the importance of a particular programme cannot only be judged by the level of expenditure committed to it. Some programmes involve substantial capital investment to achieve an outcome whereas others do not.

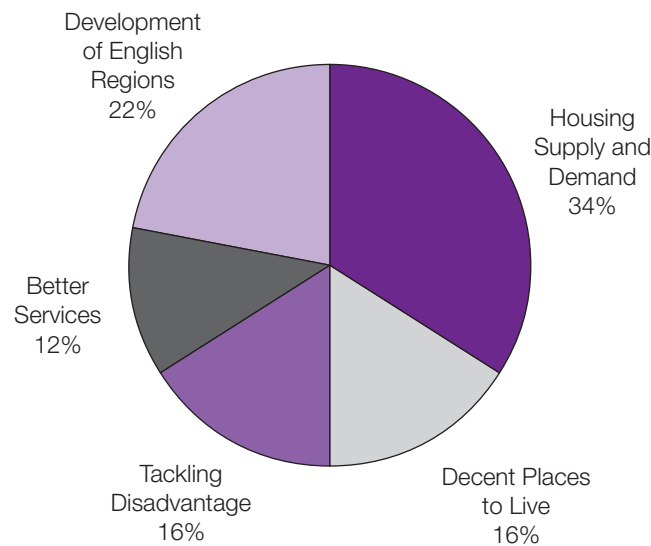
<b>PSA Target</b> <b>£ million</b>	<b>Programme Allocations</b> <b>2004-05 £m</b>	<b>% of Total</b>	<b>Programme Allocations</b> <b>2005-06 £m</b>	<b>% of Total</b>
<b>Target 1</b> <b>Neighbourhood Renewal and Social Inclusion</b>	1,423	18%	1,239	15%
<b>Target 2</b> <b>Regional Economic Performance</b>	738	9%	758	9%
<b>Target 3</b> <b>Regional Government</b>	8	<1%	13	<1%
<b>Target 4</b> <b>Local Government (non-AEF)</b>	509	6%	624	8%
<b>Target 5</b> <b>Housing Supply and Demand</b>	3,475	44%	3,680	46%
<b>Target 6</b> <b>Planning Reform</b>	163	2%	203	3%
<b>Target 7</b> <b>Decent Homes</b>	1,308	17%	1,427	18%
<b>Fire</b>	226	2%	126	2%
<b>TOTALS</b>	<b>7,850</b>	<b>100%</b>	<b>8,070</b>	<b>100%</b>

Note: this table does not include Housing Revenue Account Subsidy payments to local authorities, which are outside our Departmental Expenditure Limit and within our Annual Managed Expenditure account.

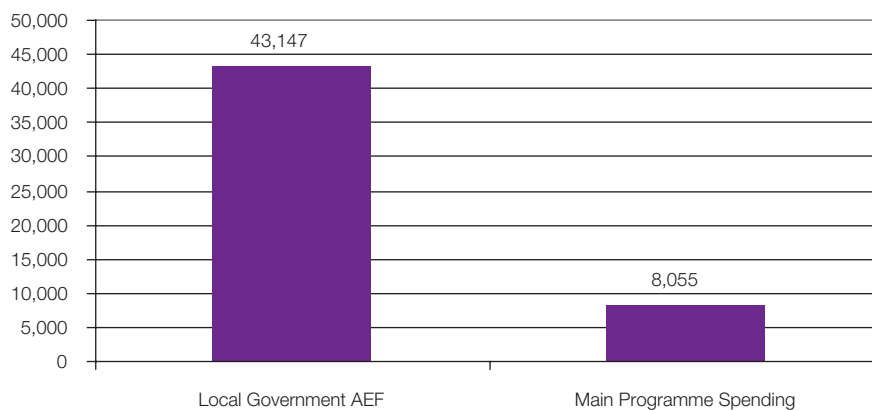
We have examined all our programmes during the first year of SR2002 to determine whether we should alter our priorities or whether the resources available could be allocated in other ways. A central feature of the next Spending Review will be to test whether we have properly examined all our programmes and eliminated those activities that are no longer a key priority or contribute strongly to the delivery of our objectives. We have therefore reviewed the distribution of resources to ensure that they are focussed on our key priorities.

The charts below illustrate the results of this exercise and show our spending plans across each of our strategic priorities, and how Aggregate External Finance (AEF) for local authorities compares to our other main programme spending.

## SPENDING AGAINST STRATEGIC PRIORITIES 2004-05



## LOCAL GOVERNMENT AEF EXPENDITURE COMPARED TO MAIN PROGRAMME EXPENDITURE 2004-05



### ADMINISTRATION COSTS

The administrative resource position for the next few years is very tight. The 2002 Spending Review provided a broadly flat administration budget for the Office for 2003-04 to 2005-06. In the last business planning round, we budgeted to draw down a significant amount of our entitlement to end-year flexibility (EYF) during 2003-04. The aim was to ensure that we had sufficient administrative resources to launch the Communities Plan properly, that we responded effectively to the emerging fire modernisation and civil resilience agendas and that we could effectively develop our Achieving Excellence in Delivery programme.

There is now a need to bring the Office's administration spending back to a more sustainable level. This has been given added urgency by the Efficiency Review and the Chancellor's budget announcement that Departments can expect, at best, a cash freeze (i.e. real terms reduction of 2.5% per year) in their administration budgets for the Spending Review period (to 2007-08). It is vital therefore that Units energetically take forward the efficiency measures which they proposed during the business planning round, as well as those coming out of the Efficiency Review, in order to ensure that we can live within our means whilst delivering our objectives from 2005-06 onwards.

Because the Office under spent on its administration budget during 2003-04, we are able to budget to draw down some EYF during 2004-05. This will enable us to continue to ensure that we can deliver whilst the various efficiency measures are put in place and start to bear fruit. Achieving them will be a challenge, but it will demonstrate clearly, in the run up to SR2004, our commitment to focussing on our priorities and making the best use of the resources available to us.

<b>Unit</b>	<b>2004-05 net allocations</b>	<b>% of Total</b>
<b>Sustainable Communities Group</b>		
Housing	5,851.6	3.4%
Planning	6,448.9	3.7%
Urban Policy	3,851.8	2.2%
Thames Gateway	4,716.3	2.7%
Sustainable Communities	4,173.8	2.4%
<b>Tackling Disadvantage Group</b>		
Neighbourhood Renewal	7,362.0	4.2%
Social Exclusion	3,442.1	2.0%
Homelessness and Housing Support	2,819.0	1.6%
<b>Local Government and Fire Group</b>		
Fire & Rescue Service	11,663.4	6.7%
Local Government Finance	5,414.0	3.1%
Local Government Performance and Practice	3,878.1	2.2%
Local Government Policy	7,274.8	4.2%
Local Government Strategy Unit	832.1	0.5%
Equality and Diversity	927.3	0.5%
<b>Regional Development Group</b>		
Civil Resilience	3,420.1	2.0%
Regional Policy	1,103.9	0.6%
ERDF and State Aid	1,450.2	0.8%
<b>Corporate Strategy &amp; Resources Group</b>		
DG Corporate Strategy (including CSID)	1,536.1	0.9%
Director Change Management and IT	1,212.6	0.7%
Director Finance	6,857.5	3.9%
Director Corporate Services	7,550.6	4.3%
Director Analytical Services	5,985.3	3.4%
Corporate Strategy & Resources (ODPM wide services)	60,726.9	34.9%
Communications	5,082.5	2.9%
Legal	5,828.2	3.3%
Private Office	4,634.4	2.7%
<b>TOTAL</b>	<b>174,043.5</b>	<b>100%</b>

# CHAPTER 3

## A Better Balance between Housing Supply and Demand

A key priority is to secure a better match between housing supply and demand. We have begun to see an increase in housing supply, especially in London and the South East, but more affordable homes are needed over the longer term to tackle the backlog and meet the increase in household formation. We also need more quality homes in the right places, as well as concerted action on empty homes and derelict sites.

The Barker Review provides a framework for driving forward our work on meeting different housing needs across the country. Barker has recommended a substantial increase in social housing investment, which we will be pursuing as part of Spending Review 2004.

This Chapter sets out the main policy outcomes and milestones we wish to achieve in 2004/05 under this strategic priority and PSA Targets 5 and 6. Activities in relation to our work on tackling homelessness, which contribute significantly to the delivery of PSA target 5, are set out in Chapter 5.

**PSA Target 5 – Achieve a better balance between housing availability and the demand for housing in all English regions while protecting valuable countryside around our towns, cities and in the greenbelt – and the sustainability of existing towns and cities – through specific measures to be set out in the Service Delivery Agreement.**

### ACCELERATING HOUSING PROVISION

Key Work Streams	Outcomes and Milestones to be achieved in 2004-05
Response to the Barker Report	<ul style="list-style-type: none"><li>• Housing supply agenda that reflects Barker's recommendations</li></ul>
Update evidence base on housing supply and availability	<ul style="list-style-type: none"><li>• Revise Technical Note by August 2004</li></ul>
Improve housing supply in wider South-East (RPG9 area)	<ul style="list-style-type: none"><li>• Joint Action Programme of 7 projects completed by March 2005</li></ul>
Thames Gateway	<ul style="list-style-type: none"><li>• Establish Thames Gateway UDC by September 2004</li><li>• Publish strategic plan for Thames Gateway by October 2004</li></ul>
Implementation of Growth Area plans	<ul style="list-style-type: none"><li>• Agree London-Stansted-Cambridge-Peterborough numbers with partners in June and September 2004, alongside infrastructure support</li><li>• New statutory delivery vehicles in operation in Milton Keynes by June and Northampton by August 2004</li><li>• Milton Keynes/South Midlands mini Regional Planning Guidance issued by December 2004</li></ul>

<b>Key Work Streams</b>	<b>Outcomes and Milestones to be achieved in 2004-05</b>
<b>Develop and update planning policies that directly contribute to the delivery of balanced housing markets, including greater housing numbers in the high demand areas</b>	<ul style="list-style-type: none"> <li>• Review Planning Policy Guidance 3</li> <li>• Review the provisions of section 106 (agreements with developers)</li> <li>• Follow up work on the Barker review deadline to be agreed</li> </ul>

## ADDRESSING LOW DEMAND FOR HOUSING

<b>Key Work Streams</b>	<b>Outcomes and Milestones to be achieved in 2004-05</b>
<b>Delivery of market renewal pathfinder schemes</b>	<ul style="list-style-type: none"> <li>• Agree Birmingham, Sandwell and North Staffordshire schemes by June 2004</li> <li>• Agree Hull and East Riding of Yorkshire schemes by December 2004</li> </ul>
<b>Tackling low demand outside pathfinder areas</b>	<ul style="list-style-type: none"> <li>• Agree strategy and funding as part of Spending Review 2004</li> </ul>

## IMPROVING LIVEABILITY AND SUSTAINABILITY OF TOWNS AND CITIES

<b>Key Work Streams</b>	<b>Outcomes and Milestones to be achieved in 2004-05</b>
<b>Respond to Egan Review and improve skills base to help develop sustainable communities</b>	<ul style="list-style-type: none"> <li>• Establish a National Centre of Sustainable Communities Skills by Spring 2005</li> </ul>
<b>Deliver and promote funding programmes for creating and transforming public spaces and places</b>	<ul style="list-style-type: none"> <li>• Deliver over 5,700 local liveability projects by Groundwork by March 2005</li> <li>• Liveability Fund – complete service improvements by 27 pilot local authorities by March 2005</li> </ul>
<b>Support development of new Urban Regeneration Companies (URCs)</b>	<ul style="list-style-type: none"> <li>• Respond to proposals for 5 new URCs during 2004</li> </ul>
<b>Support English Partnerships in securing key sites for new housing in sustainable communities</b>	<ul style="list-style-type: none"> <li>• Finalise development agreement for delivery of pilot initiative for key worker housing in London by March 2005</li> <li>• Monitor progress on development of strategic sites in areas of high demand and sites in National Coalfields Programme</li> </ul>
<b>Secure faster progress in delivering sustainable physical regeneration</b>	<ul style="list-style-type: none"> <li>• Establish a learning network of leaders in key regeneration agencies to improve policy implementation</li> <li>• Establish terms of reference for a new Task Group of experts by September 2004</li> </ul>
<b>Plan for the Delivering Sustainable Communities Summit 2005</b>	<ul style="list-style-type: none"> <li>• Hold sustainable Communities Summit from 31 January-2 February 2005</li> </ul>

<b>Key Work Streams</b>	<b>Outcomes and Milestones to be achieved in 2004-05</b>
<b>Produce a State of the Cities Report 2005</b>	<ul style="list-style-type: none"> <li>• Publish Interim Report in January 2005 and full Report in November 2005</li> </ul>
<b>Develop stakeholder networks with the property sector</b>	<ul style="list-style-type: none"> <li>• Facilitate successfully meetings of the new Property Consultative Group (PCG) and working groups by February 2005</li> </ul>

Key workstreams set out in Chapter 5 under tackling homelessness also contribute to the delivery of PSA target 5.

**PSA Target 6 – All local planning authorities to complete local development frameworks by 2006 and to perform at or above best value targets for development control by 2006 with interim milestones to be agreed in the Service Delivery Agreement. The Department to deal with called in cases and recovered appeals in accordance with statutory targets.**

## REFORMING SYSTEMS

<b>Key Work Streams</b>	<b>Outcomes and Milestones to be achieved in 2004-05</b>
<b>Commence the Planning and Compulsory Purchase Bill</b>	<ul style="list-style-type: none"> <li>• Commencement of provisions scheduled for July 2004</li> </ul>
<b>Produce secondary legislation and revised policy guidance in support of the Bill and implement the new arrangements (with PSA 5)</b>	<ul style="list-style-type: none"> <li>• Consult on and issue regional and local planning policy guidance</li> <li>• Consult on and publish a series of revised Planning and Minerals Policy Statements (PPS/MPS)</li> </ul>

## BUILDING CAPACITY

<b>Key Work Streams</b>	<b>Outcomes and Milestones to be achieved in 2004-05</b>
<b>Anticipate and influence EU legislation, and develop policy and provide specialist advice on minerals, waste and the aspects of the physical environment</b>	<ul style="list-style-type: none"> <li>• Produce regulations and guidance on the Strategic Environmental Assessment (SEA) Directive</li> <li>• Ensure planning considerations are taken into account in the Minerals Waste Directive</li> <li>• Supporting the delivery of housing gap funding and support for land mediation under the EU state aid approvals</li> </ul>
<b>Drive forward the development and delivery of the e-planning programme as part of the Office's e-transformation agenda</b>	<ul style="list-style-type: none"> <li>• Delivery of a blueprint showing targets for the development of e-planning services and actions to achieve those targets, across central, regional and local government, including statutory consultees</li> </ul>

## IMPROVE PERFORMANCE THROUGH INCENTIVES

Key Work Streams	Outcomes and Milestones to be achieved in 2004-05
<p><b>Improve Local Planning Authority performance through incentivisation, assistance and intervention</b></p>	<ul style="list-style-type: none"> <li>• Direct engagement with poorly performing authorities</li> <li>• Development and delivery of a Planning Advisory Service</li> <li>• Issue consultation paper on fee regime</li> </ul>
<p><b>Develop our casework programme to ensure appropriate cases are called in or recovered and decided within a 'statutory' timetable</b></p>	<ul style="list-style-type: none"> <li>• Cases decided in line with the timetable established for each one</li> </ul>

## CULTURE CHANGE

Key Work Streams	Outcomes and Milestones to be achieved in 2004-05
<p><b>Drive forward and enhance our programme of culture change across the whole planning system (with PSA5)</b></p>	<ul style="list-style-type: none"> <li>• Revised Planning Policy Statement 1 produced</li> <li>• Guidance on Community Involvement produced</li> <li>• Bursaries scheme introduced</li> </ul>

# CHAPTER 4

## Ensuring People Have Decent Places To Live

In addition to improving the supply of housing, the Office is firmly committed to improving the quality of the social and private housing stock, as part of our effort to deliver sustainable communities. Since 1997 we have bought about 1 million social homes back up to a decent standard and we are on target to meet our 2010 PSA target.

This Chapter sets out the main policy outcomes and milestones we wish to achieve in 2004/05 under this strategic priority and PSA Target 7.

**PSA Target 7 – By 2010, bring all social housing into decent condition with most of this improvement taking place in deprived areas, and increase the proportion of private housing in decent condition occupied by vulnerable groups.**

### SOCIAL SECTOR

Key Work Streams	Outcomes and Milestones to be achieved in 2004-05
Get local authority and registered social landlord plans in place and track delivery	<ul style="list-style-type: none"><li>80 local authority decent homes option appraisals to be signed-off by Government Offices during the year</li><li>Further round of PFI, ALMO and housing transfer to be launched (subject to SR2004)</li></ul>
Improved delivery vehicles	<ul style="list-style-type: none"><li>Gap funding proposals for negative value housing transfers to be developed (subject to SR2004)</li><li>Initiative to encourage LAs and RSLs to improve the efficiency of their capital procurement programmes</li></ul>
Tower Hamlets Housing Action Trust	<ul style="list-style-type: none"><li>To complete its work and close by June 2004</li></ul>

### PRIVATE SECTOR

Key Work Streams	Outcomes and Milestones to be achieved in 2004-05
Housing Bill	<ul style="list-style-type: none"><li>To achieve Royal Assent during 2004</li></ul>
Leasehold provisions of Commonhold and Leasehold Reform Act 2002 implemented	<ul style="list-style-type: none"><li>September 2004</li></ul>
First provisions of package to strengthened protection for home owners implemented	<ul style="list-style-type: none"><li>April 2005</li></ul>

# CHAPTER 5

## Tackling Disadvantage

Our priority is to continue our efforts to renew the most deprived neighbourhoods, bring our expertise to bear on the tougher issues preventing greater social inclusion and maintain the significant reductions in homelessness that have been achieved in recent years.

This Chapter of the Business Plan sets out the main policy outcomes and milestones we wish to achieve in 2004/05 under this strategic priority and PSA Target 1. Key activities set out below in relation to our work on tackling homelessness also contribute significantly to the delivery of PSA target 5.

**PSA Target 1 – To promote better policy integration nationally, regionally and locally; in particular to work with departments to help them meet the PSA floor targets for neighbourhood renewal and social inclusion.**

### NEIGHBOURHOOD RENEWAL

Key Work Streams	Outcomes and Milestones to be achieved in 2004-05
<b>Support/challenge Departments on the delivery of floor targets</b>	<ul style="list-style-type: none"> <li>• Hold quarterly meetings with other Government Departments to challenge progress and hold Ministerial trilateral meetings</li> <li>• Ensure that the neighbourhood renewal agenda is reflected in the priorities and target setting of OGDs</li> <li>• Contribute to Social Impact work through a joint project with HMT on deprivation, for SR2004</li> <li>• Develop a communications strategy to reach priority Whitehall and agency audiences by summer 2004</li> </ul>
<b>Support development of effective and inclusive Local Strategic Partnerships (LSPs)</b>	<ul style="list-style-type: none"> <li>• Ensure LSPs have performance management frameworks in place and annual performance reviews are held between Government Offices and LSPs</li> </ul>
<b>Influence Government Departments and local service delivery agents to make mainstream services work better in deprived neighbourhoods</b>	<ul style="list-style-type: none"> <li>• Use the Permanent Secretaries Group (PSG) and Neighbourhood Renewal Interdepartmental Group work plans to focus on mainstreaming</li> <li>• Ensure that Government Offices, Regional Development Agencies and Regional Assemblies encourage the improvement of mainstream services at neighbourhood level</li> <li>• Promote neighbourhood renewal through local services' improvement and planning mechanisms</li> <li>• Work on the race equality strategy including holding regular meetings of the REAG and finalise monitoring by early summer. Final phase of race awareness training ongoing</li> <li>• Develop links between ERDF and other funding streams at neighbourhood level</li> </ul>
<b>GOs to drive change to secure delivery of floor targets on the ground</b>	<ul style="list-style-type: none"> <li>• Introduce a new Government Office performance management framework for PSA1 including the development of a strategic framework agreement that will set out the Government Office contribution to the targets and milestones that appear in the NRU delivery plan</li> </ul>

<b>Key Work Streams</b>	<b>Outcomes and Milestones to be achieved in 2004-05</b>
<p><b>Ensure delivery is built upon a firm evidence base:</b></p> <ul style="list-style-type: none"> <li>• <b>skills and knowledge</b></li> <li>• <b>neighbourhood renewal programmes</b></li> <li>• <b>research and evaluation</b></li> </ul>	<ul style="list-style-type: none"> <li>• Deliver a programme of activity at national and regional level to ensure that those who deliver neighbourhood renewal do so effectively, including development of renewal.net, a comprehensive training programme and the deployment of around 170 neighbourhood renewal advisers</li> <li>• Achieve sustainability and mainstreaming of a majority of Round 2 Neighbourhood Warden Schemes</li> <li>• Ensure that New Deal for Communities scheme achieve their full spend in 2004-05</li> <li>• Develop and disseminate neighbourhood statistics and other deprivation data, maintain and develop the Indices of Deprivation and carry out a comprehensive research and evaluation programme</li> </ul>

## TACKLING SOCIAL EXCLUSION

<b>Key Work Streams</b>	<b>Outcomes and Milestones to be achieved in 2004-05</b>
<p><b>To promote social inclusion by finding solutions to cross-cutting social problems</b></p>	<ul style="list-style-type: none"> <li>• A discussion document on Impacts and Trends in Social Exclusion was published in March 2004. This work is to be completed, with a final report published in the summer, which will inform the future focus of SEU work for 2004-05 and 2005-06</li> <li>• Complete and publish the Mental Health and Barriers to Employment and Enterprise report. (summer 2004)</li> <li>• Flowing from the analysis contained in the Impacts and Trends report, identify and undertake a number of projects, short studies and other workstreams to tackle key policy and delivery challenges in areas where barriers remain to achieving social inclusion. (By July 2004, with the work to be delivered by summer 2005)</li> <li>• To assist policy development across Government by undertaking a set of short studies on Social Exclusion (scope and timetable of work to be agreed by July 2004, with the work to be delivered before April 2005)</li> </ul>
<p><b>To develop and support implementation of joined-up policy to enable departments to deliver effectively to those in the greatest need and promote social inclusion</b></p>	<ul style="list-style-type: none"> <li>• Publication and agreed implementation arranged (summer 2004) of an SEU Report on Mental Health and Social Exclusion</li> <li>• Publication and agreed implementation arranged (summer 2004) of an SEU Report on Barriers to Employment and Enterprise in Deprived Areas</li> <li>• Continue supporting the implementation of past reports across government and dissemination to stakeholders</li> </ul>

## TACKLING HOMELESSNESS

Key Work Streams	Outcomes and Milestones to be achieved in 2004-05
<p><b>To sustain the targets in the reduction in rough sleeping and the use of Bed &amp; Breakfast accommodation for homeless families with children</b></p>	<ul style="list-style-type: none"> <li>• Work with DWP on Housing Benefit subsidy proposals for temporary accommodation to ensure they complement B&amp;B reduction policy by September 2004</li> <li>• Hold good practice seminars in all regions by December 2004</li> <li>• Publish revised B&amp;B Reduction Handbook with focus on sustainability by December 2004</li> <li>• Publish 2004 national estimate of rough sleeping by September 2004</li> <li>• Develop, in consultation with stakeholders, a strategy for reconfiguring voluntary sector hostel provision to ensure more effective outcomes for formally homeless residents by end of 2004</li> <li>• Develop a detailed delivery plan, in line with PSA5, Child Poverty Review and SR04 settlement, to achieve reductions in the number of homeless families with children in temporary accommodation by end of 2004</li> </ul>
<p><b>To further develop the homelessness prevention programme which will be key to reducing homelessness</b></p>	<ul style="list-style-type: none"> <li>• Commission an evaluation of preventative approaches to report by summer 2004</li> <li>• Publish good practice guidance on prevention based on evaluation by December 2004</li> <li>• Revise funding allocation methods for 2005-06 onwards so that they reward outcomes delivered through effective prevention (by December 2004)</li> <li>• Review homelessness services funded through Supporting People (initial review by summer 2004) and work with local authorities to ensure good links between such services and aims of homelessness strategies</li> </ul>
<p><b>Working with SCDU and Housing Directorate to maximise use of current social housing stock and to increase the delivery of affordable housing</b></p>	<ul style="list-style-type: none"> <li>• Contribute to evidence in SR04 on need for affordable housing (by end of April)</li> <li>• Produce good practice guidance on co-operation between local authorities and housing associations on homelessness (by December 2004)</li> </ul>
<p><b>To deliver the Supporting People (SP) programme to secure effective, quality and consistent support services across the country to vulnerable groups</b></p>	<ul style="list-style-type: none"> <li>• Contribute evidence to SR04 on the size of the SP budget based on research and Audit Commission inspections (announcement on funding levels by October 2004)</li> <li>• Develop a greater understanding of the costs of services provided, value for money and possible cost-shunting through a programme of research and analysis by July 2004</li> <li>• Consult and develop a new distribution formula for SP grants to enable fair and transparent allocations in 2005/06 and beyond by October 2004</li> <li>• Improve the capacity of the SP sector through guidance and training (ongoing), the redevelopment of the SP web site by August 2004 and the continued development of HUB (2005)</li> <li>• Develop proposals for the integration of SP and Homelessness funding into the Regional agenda by October 2004</li> <li>• Initiate work to consider the longer-term approach to housing for older people by March 2005</li> </ul>

# CHAPTER 6

## Delivering Better Local Public Services

Our focus here is to work in partnership with local government and other stakeholders to help create sustainable communities by improving local services, efficiency and accountability. This will involve developing a new strategic relationship with local government, a new system of local government finance, strong and effective local government services and developing a modern fire service.

This Chapter sets out the main policy outcomes and milestones we wish to achieve under this strategic priority and under PSA Target 4 in 2004/05. It also covers what we wish to achieve in relation to the Fire Service in 2004/05.

A key priority in our efforts to deliver better local public services is to develop a new strategic direction for local government, to provide a coherent framework for a stronger more confident local government and a more coherent settlement between central and local government, leading to clearer democratic accountability.

This section also sets out the main policy outcomes we wish to achieve in relation to the Fire and Rescue Service and the SR 2002 Service Delivery Targets for a reduction in fire deaths and deliberate fires.

### PSA Target 4 – To Improve delivery and value for money of local services by:

- introducing comprehensive performance assessments and action plans, and securing a progressive improvement in authorities' scores;
- overall annual improvements in cost effectiveness of 2% or more; and
- assisting local government to achieve 100% capability in electronic delivery of priority services by 2005, in ways that customers will use.

### SR2002 SDA Target –

- To reduce the number of accidental fire related deaths in the home by 20% averaged over the eleven year period to March 2010 compared with the average recorded in the five year period to March 1999 – with a floor element that no local authority fire brigade will have a fatality rate more than 1.25 times the national average by March 2010.
- To reduce the number of deliberate fires by 10% by 31 March 2010 from the 2001-02 baseline figure.

### SR2000 SDA Targets –

- To reduce sickness absence, and sustain improvement thereafter, in the Fire Service by 2005 to a level consistent with or better than those presently achieved by the best quartile of employers, e.g. an average of 6.5 shifts for fire-fighters and 5.4 shifts for control room staff.
- To operate effective occupational health policies and sound management practices to that within the terms of the Pension Scheme criteria levels of ill health retirement are reduced by 2005 and are consistent with or better than the best quartile of 6.9 retirements per 1,000 employees for the Fire Service.
- To achieve 15 per cent women amongst uniformed staff by 31 March 2009
- To achieve 7 per cent minority ethnic staff amongst all staff by 31 March 2009

<b>Key Work Streams</b>	<b>Outcomes and Milestones to be achieved in 2004-05</b>
<b>Introducing comprehensive performance assessments and action plans, and securing a progressive improvement in authorities' scores</b>	<ul style="list-style-type: none"> <li>• Publish second CPA refresh results in December 2004</li> <li>• Complete District Council assessments by December 2004</li> <li>• Consultation on revised CPA for 2005 completed and approach agreed and published by February 2005</li> <li>• First CPA results using revised approach to be published in December 2005</li> </ul>
<b>Overall annual improvements in cost effectiveness of 2% or more</b>	<ul style="list-style-type: none"> <li>• Second measurement against 2001-02 baseline for 2003-04 in December 2004</li> <li>• Prepare and deliver implementation plan for the outcome of the Efficiency Review by September 2004</li> </ul>
<b>Assisting local government to achieve 100% capability in electronic delivery of priority services by 2005, in ways that customers will use</b>	<ul style="list-style-type: none"> <li>• Local Authorities' Implementing Electronic Government Statements (IEG 4) due in November 2004</li> <li>• Secure Local Authority commitment to delivering priority service outcomes by December 2004</li> <li>• All National projects to be completed with successful roll out and marketing by end 2004</li> <li>• Priority services to be e-enabled in ways people will use by end March 2006</li> </ul>

## **OTHER ACTIVITIES TO DELIVER BETTER LOCAL PUBLIC SERVICES, INCLUDING THE FIRE SERVICE**

<b>Key Work Streams</b>	<b>Outcomes and Milestones to be achieved in 2004-05</b>
<b>Develop a sustainable overall framework for local governance</b>	<ul style="list-style-type: none"> <li>• Develop a strategy for the future of local government, which will provide a coherent framework for stronger more confident local government and a more coherent settlement between central and local government; leading to better delivery of local services, with clearer democratic accountabilities and ultimately better outcomes for local people</li> <li>• Develop proposals to strengthen Local Strategic Partnerships, including the proposal for Local Public Service Boards</li> <li>• Develop Local Area Agreements between Government, councils and major local partners</li> <li>• Review and (if necessary) reform current regimes for council constitutions and the conduct of council members and employees</li> <li>• Deliver regional Fire and Rescue Authorities in regions voting for an Elected Regional Assembly, and elsewhere to promote an effective regional dimension</li> </ul>
<b>Develop a framework for local government finance, which supports local engagement and flexibility and the delivery of shared government priorities</b>	<ul style="list-style-type: none"> <li>• Enable local government to operate flexibly and to plan effectively by minimising central controls, simplifying systems and reducing bureaucracy</li> <li>• Provide a stable long-term funding basis for local services</li> <li>• Provide a firm financial framework for economic development through Non Domestic Rates, Business Improvement Districts and Local Authority Business Growth Incentives</li> <li>• Maintain and modernise the grant distribution system and deliver the annual grant settlement</li> <li>• Provide robust and timely statistics</li> <li>• Protect taxpayers' money through stewardship of the Local Government Pension Scheme</li> </ul>

Key Work Streams	Outcomes and Milestones to be achieved in 2004-05
<p><b>Develop a framework for the effective overall management of local government in order to help drive up the overall performance of all councils and fire authorities</b></p>	<ul style="list-style-type: none"> <li>• Improve the accessibility, quality and efficiency of local government services</li> <li>• Foster a stretch in performance on the priorities for improvement within second generation of Local Public Service Agreements</li> <li>• Achieve greater deregulation of council activity and promotion of more effective, less bureaucratic approaches to delivery</li> <li>• Implement the National Procurement Strategy for the Fire and Rescue Service</li> <li>• Deliver a new network of regional control rooms</li> <li>• Develop a Fire and Rescue Service Pay and Workforce Strategy, and a Workforce Development Strategy</li> <li>• Support implementation of new Integrated Personal Development System in the Fire and Rescue Service</li> <li>• Support development of Fire Service College as 'centre of excellence'</li> <li>• Deliver New Legislation for the Fire and Rescue Service including RRO and the Fire and Rescue Service Bill</li> </ul>
<p><b>To promote high levels of civic engagement in local services and leadership</b></p>	<ul style="list-style-type: none"> <li>• To simplify electoral cycles and the basis of representation</li> <li>• Delivering all postal voting in local and regional elections, and providing for e-voting channels for those elections</li> <li>• Secure up to date electoral boundaries for all elections</li> <li>• Provide opportunities for citizens to participate in and influence decision making by councils, including at the neighbourhood level, about service delivery within a framework of key national standards</li> <li>• Promote Diversity in local councils for both elected members and officials</li> <li>• Promote and facilitate cultural change within the Fire and Rescue Service in order to help create an organisation which values and embraces equality and diversity</li> </ul>
<p><b>Provide effective leadership within Whitehall on local government issues and effective co-ordination of government's agenda for local government</b></p>	<ul style="list-style-type: none"> <li>• Establish as strategy for engaging with stakeholders that builds relationships</li> <li>• Establish via Regional Directors of Practice in particular a more coherent overall relationship management approach between Government and all councils, proportionate to risk and mutual opportunity</li> <li>• Ensure effective use is made of research and analytical activity by the Office and external stakeholders and ensure a robust and reliable evidence base is produced to inform the development, delivery and evaluation of all major local Government policies and initiatives</li> </ul>

## CIVIL RESILIENCE

The Civil Resilience Directorate (CRD) was established in June 2003 to co-ordinate ODPM resilience programmes. Resilience means ensuring that the country is well prepared to detect, prevent and respond to major emergencies, including terrorist attacks.

Key Work Streams	Outcomes and Milestones to be achieved in 2004-05
<b>Resilience Policy</b>	<ul style="list-style-type: none"> <li>• Ensure that ODPM is prepared to respond effectively to any contingency</li> <li>• To have robust contingency plans for disposal of rubble and other debris from a catastrophic incident by autumn 2004</li> <li>• To achieve better contingency planning arrangements by: <ul style="list-style-type: none"> <li>– Completing the secure communications room by May 2004</li> <li>– Preparing a Civil Contingencies Manual by June 2004</li> <li>– Establishing a suitably equipped Emergency Operations Centre by June 2004</li> </ul> </li> </ul>
<b>New Dimension – Phase II</b>	<ul style="list-style-type: none"> <li>• To enhance the resilience capability of the UK fire and rescue service by delivering USAR equipment and training</li> <li>• Forming the Interim National Co-ordinating Centre (NCC) which maps the availability and status of Incident Response Units (IRU)</li> <li>• To begin the rollout of Detection, Identification and Monitoring (DIM) equipment from April 2004</li> <li>• To provide high volume pumping equipment with an initial capability from July 2004</li> <li>• To provide interim USAR vehicles to the F&amp;RS in London, South West and North East regions by Summer 2004</li> <li>• To contract for the provision of a comprehensive water safety programme for F&amp;RS by September 2004</li> <li>• To begin the rollout of permanent USAR vehicles from November 2004</li> </ul>
<b>Firelink</b>	<ul style="list-style-type: none"> <li>• To deliver a wide-area radio system which delivers interoperability within the F&amp;RS and between F&amp;RS and the other emergency</li> <li>• Begin construction of the network in the first region by November 2004</li> <li>• Complete construction of network in 5 further areas by the end of 2005</li> </ul>
<b>Regional Resilience</b>	<ul style="list-style-type: none"> <li>• Develop methodology to be used in assessing risk at both national and regional level</li> <li>• To deliver plans for enhancing regional resilience in each region</li> <li>• To ensure the risk assessment methodology is complete by late summer 2004</li> <li>• To analyse regional risk by the autumn of 2004</li> <li>• To development regional delivery plans to enhance resilience by late autumn 2004</li> <li>• To complete implementation of regional delivery plans, which is already ongoing</li> </ul>

# CHAPTER 7

## Promoting the Development of English Regions

We have a central role in developing the Government's regional agenda and together with the Department for Trade and Industry and HM Treasury, promoting regional economic development. We are also responsible for co-ordinating the work of the nine Government Offices, who deliver many of the Office's and the Government's policies in the regions.

This Chapter of the Business Plan sets out the main policy outcomes and milestones we wish to achieve in 2004/05 under this strategic priority and PSA Targets 2 and 3.

### REGIONAL ECONOMIC PERFORMANCE

**PSA Target 2 – To make sustainable improvements in the economic performance of all English regions and over the long term reduce the persistent gap in growth rates between the regions, defining measures to improve performance and reporting progress against these measures by 2006 (Joint target with HM Treasury and DTI).**

Key Work Streams	Outcomes and Milestones to be achieved in 2004-05
Enhance the delivery of existing regionally focussed policies	<ul style="list-style-type: none"> <li>• Work with and monitor progress by Departments in taking forward policy propositions agreed in SR2004</li> <li>• Undertake further analysis to fill gaps in knowledge around key drivers of growth in consultation and working closely with regional shareholders</li> <li>• Continue to work closely with a wide range of regional ERDF and domestic funding shareholders, including Government Offices and RDAs, in the development of further policies which may have an impact on economic growth and performance, taking into account their knowledge of the key issues that face their regions</li> </ul>
Develop inter-regional growth strategies to stimulate regional economic competitiveness and prosperity	<ul style="list-style-type: none"> <li>• Working with the 3 Northern RDAs, define and scope the potential for a Northern Way strategy to exploit the economic and transport corridors connecting city regions in the North, by September 2004</li> <li>• Work with RDAs in the Midlands to develop an inter-regional growth strategy to exploit better the connections between the key urban centres; by January 2005</li> </ul>
Improve the evidence base for drivers of economic performance	<ul style="list-style-type: none"> <li>• Work closely with the Office for National Statistics to improve the range and quality of regional data available to support work on improving regional economic performance taking into account the recommendations of the Allsopp and McLean Reviews and the outcome of the consultation on national and regional productivity indicators set out in 'Productivity in the UK: 5' issued on 15 March 2004</li> <li>• Continue to test our ideas and thinking through extensive engagement with regional stakeholders and through a Sounding Board made up of a small number of people drawn from across the country with experience and expertise of what drives local economies</li> <li>• Work closely with colleagues elsewhere in HM Treasury, DTI and DEFRA who have responsibility for delivering related PSA targets on UK and rural productivity</li> </ul>

<b>Key Work Streams</b>	<b>Outcomes and Milestones to be achieved in 2004-05</b>
<b>Ensure that the Government has a policy programme in place that will improve regional economic performance</b>	<ul style="list-style-type: none"> <li>As part of the Spending Review 2004 agree the contribution that key Government departments will make towards improving regional economic performance</li> </ul>
<b>Roll forward delivery plan to 2012</b>	<ul style="list-style-type: none"> <li>Update the delivery plan for PSA2 focussing on implementation of policy measures to improve regional economic performance, monitoring the impact on the key drivers of economic growth within the regions and on regional economic growth itself, and the development of further policy measures as necessary to ensure the Government meets its PSA target</li> </ul>

## REGIONAL GOVERNMENT

**PSA Target 3 – To provide the opportunity by the end of this Parliament for a referendum on regional government in regions where there is a demand for it.**

<b>Key Work Streams</b>	<b>Outcomes and Milestones to be achieved in 2004-05</b>
<b>Referendum on regional government</b>	<ul style="list-style-type: none"> <li>Conduct an information campaign to raise awareness of the referendums and of the Government's proposals for elected regional assemblies</li> <li>Lay orders to enable referendums to be held, including the provision for all-postal ballots</li> <li>Before the referendums, publish a draft Bill setting out the powers, functions and structures of elected regional assemblies</li> <li>Hold referendums in the three Northern regions on establishing elected regional assemblies, in autumn 2004</li> <li>In the event of a 'yes' vote in any of the three Northern referendums, introduce a Bill to establish regional assemblies when Parliamentary time allows</li> <li>Continue to progress monitor and evaluate the commitments in <i>Your Region, Your Choice</i></li> </ul>
<b>Deliver unitary government throughout those regions having elected regional assemblies</b>	<ul style="list-style-type: none"> <li>Consider the Boundary Committee's May 2004 final recommendations on the options for unitary local government structure in two-tier areas of the three Northern regions</li> <li>Lay orders setting out the local government questions in the referendums</li> <li>Hold referendums in two-tier areas in the three Northern regions on the preferred unitary local government option, at the same time as regional assembly referendums</li> <li>Where a region votes to establish an elected assembly, take forward their preferred options for local government restructuring</li> </ul>

## OTHER REGIONAL DEVELOPMENT ACTIVITIES

Key Work Streams	Outcomes and Milestones to be achieved in 2004-05
<b>Management of delivery</b>	<ul style="list-style-type: none"> <li>• Implement a consistent performance management system that enables GOs to measure the effectiveness of PSA and programme delivery</li> <li>• Co-ordinate activity to ensure that the GO Network meets the requirements of the FOI Act and ensure a smooth handover to the Network's full-time FOI co-ordinator on their appointment – 1 January 2005</li> </ul>
<b>Enhance the design and co-ordination of ABIs to achieve improvements on the ground through RCU/GO contributions to policy development, by promoting ABI Guidance and awareness across Whitehall and the operation of the ABI Gateway</b>	<ul style="list-style-type: none"> <li>• Agree communication plan by summer 2004 and operationalise by autumn 2004</li> <li>• Publish Single Local Management Centre interim report by end May 2004, website case studies by end June 2004 and website fact-sheets by July 2004</li> </ul>
<b>Improved engagement with stakeholders</b>	<ul style="list-style-type: none"> <li>• VCS engagement – Support Government Office engagement with the voluntary and community sector with the aim of promoting the GO role in influencing an increase in public sector service delivery by the VCS and encouraging the development of local Compacts. Widen the role of the Business Co-ordination Unit to increase the take-up of Ministerial invitations from the sector</li> <li>• Engagement with sponsor Departments – Monitor and influence policy developments across Government, to ensure that the regional dimension is taken into account, and the GOs are engaged at the earliest opportunity. Promote the incorporation of regional perspectives in policy making as a matter of good practice. Identify and disseminate good practice. Continue to develop role in helping with regional launches for initiatives</li> <li>• General – Rationalise and upgrade Government Office websites with a common look and entry point. Phased implementation during 2004/05</li> </ul>

# CHAPTER 8

## Improving our ability to deliver

Our efforts to improve our ability to deliver our policies and programmes in the year will be managed under our Excellence in Delivery Programme. This builds on the results of staff and stakeholder surveys, and a skills audit conducted last summer. These provided a comprehensive source of information about the way the Office is perceived and where it needs to improve the delivery of its agenda.

The five Excellence in Delivery themes, and milestones for the year 2004-05 are:

Key Work Streams	Outcomes and Milestones to be achieved in 2004-05
<b>Leadership and strategic focus</b>	<ul style="list-style-type: none"> <li>• all staff will have attended an Excellence in Delivery team event – by mid May 2004</li> <li>• roundtable discussions with Board members on Excellence in Delivery – begin in May 2004</li> <li>• Excellence in Delivery seminars – begin in June 2004</li> <li>• An ODPM strategy team is being established to increase central strategic capacity</li> <li>• A leadership plan is under development which will set out proposals for developing SCS leadership capacity across ODPM – consultation July 2004</li> </ul>
<b>Engaging stakeholders</b>	<ul style="list-style-type: none"> <li>• rationalise stakeholder newsletters from 1 April 2004 to provide a more customer focused service</li> <li>• a group has been established to take forward the design and implementation of ODPM stakeholder engagement – May 2004</li> <li>• the full range of ODPM's stakeholders will have been mapped, and robust strategies prepared for engaging with those stakeholders – by end 2004</li> <li>• all Units within ODPM should be actively pursuing stakeholder engagement strategies – by end 2004</li> <li>• a high quality, user friendly, tracking system will have been developed – by end 2004</li> </ul>
<b>Managing delivery</b>	<ul style="list-style-type: none"> <li>• training and development implementation plan produced – May 2004</li> <li>• existing Guidance on PPM reviewed and rationalised – May 2004</li> <li>• selective training and development for ODPM staff on programme and project management – to commence in June 2004</li> <li>• new Intranet site on line – by July 2004</li> <li>• Initial mapping of the Office's programmes and projects – complete by end of May 2004</li> <li>• Review of finance and business planning reporting requirements – completed summer 2004</li> <li>• a correspondence project piloting new approaches to handling correspondence – July/August 2004</li> </ul>

<b>Key Work Streams</b>	<b>Outcomes and Milestones to be achieved in 2004-05</b>
<b>Human resources</b>	<ul style="list-style-type: none"> <li>• new development and training strategy being introduced</li> <li>• HR Transformation Project will ensure better alignment of services and business needs</li> <li>• Pay and workforce strategy prepared – May 2004</li> <li>• New performance management system under development, including new competence framework and move to relative performance appraisal</li> <li>• Officelearning.net to go live in May 2004</li> <li>• Learning Expo – November 2004</li> </ul>
<b>Effective financial management</b>	<ul style="list-style-type: none"> <li>• Finance checklist for programme and project management produced – April 2004</li> <li>• Housing Directorate pilot of local management accounting teams to begin in July/August</li> <li>• Review of Finance and Accountancy Services – proposals implemented by summer 2004</li> <li>• Review of Finance and Business Planning requirements – completed summer 2004</li> <li>• New arrangements for major project appraisal – by summer 2004</li> <li>• Centralised purchasing and purchase invoice processing strategy – by January 2005</li> </ul>

In addition to the Excellence in Delivery programme we shall also be taking forward a number of other corporate activities to strengthen our business. These include:

## **HUMAN RESOURCES**

<b>Key Work Streams</b>	<b>Outcomes and Milestones to be achieved in 2004-05</b>
<b>Review the role of HR Division and how it supports the needs of the Office</b>	<ul style="list-style-type: none"> <li>• Process re-engineering complete by September 2004</li> <li>• Proposals for change submitted by March 2005</li> </ul>
<b>Agree a New Pay Structure and settlement</b>	<ul style="list-style-type: none"> <li>• Secure agreement to the new pay structure and pay remit with Treasury by June 2004</li> </ul>
<b>Implement a new Performance Management System</b>	<ul style="list-style-type: none"> <li>• Revise competence framework by June 2004</li> <li>• Consult on the revised system by September 2004</li> <li>• Secure agreement to new system by December 2004</li> <li>• Implement the new PMS by March 2005</li> </ul>
<b>Prepare a new training and development strategy</b>	<ul style="list-style-type: none"> <li>• To be published alongside the launch of Excellence in Delivery by June 2004</li> </ul>

## BUSINESS AND DELIVERY PLANNING, AND RISK MANAGEMENT

Key Work Streams	Outcomes and Milestones to be achieved in 2004-05
<b>Business Planning</b>	<ul style="list-style-type: none"> <li>Complete business planning round and publish 2005-06 Business Plan by May 2005</li> <li>Publish 2005 Annual Report by April 2005</li> </ul>
<b>Delivery Planning</b>	<ul style="list-style-type: none"> <li>Support the Office in the delivery of its PSA targets and report Quarterly to Prime Minister's Delivery Unit</li> <li>Publish Autumn Performance report by November 2004</li> </ul>
<b>Risk</b>	<ul style="list-style-type: none"> <li>Report on progress in strengthening risk management to the Chief Secretary in June 2004 and to the Prime Minister in December 2004</li> </ul>
<b>Centre of Excellence and Programme and project management</b>	<ul style="list-style-type: none"> <li>Programme and project management (PPM) development and training strategy, implementation plan, e-learning and priority training developed by end 2004. Followed by additional phased in training modules</li> <li>Centre of Excellence designed and containing PPM guidance, tools and templates, training route maps and links to key external web-sites. Implementation phased over the year</li> </ul>

## INFORMATION MANAGEMENT

Key Work Streams	Outcomes and Milestones to be achieved in 2004-05
<b>Implement Electronic Document and Records Management system</b>	<ul style="list-style-type: none"> <li>Complete functional testing and model office by June 2004</li> <li>Complete user acceptance and integration testing by September 2004</li> <li>Obtain Security accreditation Gateway 4 Review and commencement of prototype by December 2004</li> <li>Approval of Business case for full rollout by March 2005</li> </ul>
<b>Implementation of Freedom of Information Act requirements</b>	<ul style="list-style-type: none"> <li>Initiate rolling publicity programme by June 2004</li> <li>Complete detailed handling procedures by September 2004</li> <li>Carry out detailed staff training and testing of FOI procedures by December 2004</li> <li>Review FOI procedures during live running by March 2005</li> </ul>

## INFORMATION AND COMMUNICATIONS TECHNOLOGY

Key Work Streams	Outcomes and Milestones to be achieved in 2004-05
<b>Rollout of Windows XP</b>	Complete by December 2004
<b>Put new Telephony contract in pace</b>	Complete by September 2004
<b>Put in place Secure Remote Access</b>	Complete by December 2004
<b>Implement Single User Interface Strategy</b>	Complete by December 2004
<b>Review of Office IT provision</b>	Complete by February 2005

## BUILDING THE EVIDENCE BASE FOR POLICY MAKING

<b>Key Work Streams</b>	<b>Outcomes and Milestones to be achieved in 2004-05</b>
<b>Provide evidence and analysis to support the delivery of PSA targets, including Barker recommendations</b>	<ul style="list-style-type: none"> <li>• Advise on affordability a regional level – options for consultation by June 2004</li> <li>• Advice on the impact and feasibility of the proposed Planning Gain Supplement and scaling back of s106 by December 2004</li> </ul>
<b>Improve data and analysis for monitoring PSAs</b>	<ul style="list-style-type: none"> <li>• Improve coverage and consistency of data sources on delivery of dwellings by December 2004; modelling the impact of policy options on homelessness indicators May 2004</li> <li>• Managing and using the EHCS Private Landlord Survey (ongoing); collect and analyse data from LAs and RSLs and model future progress towards the target (ongoing)</li> </ul>
<b>Evidence and analysis for housing and planning policies</b>	<ul style="list-style-type: none"> <li>• Establish National Housing Data Warehouse ready to populate with initial data from the VOA, by end March 2005</li> <li>• Establish National Register of Social Housing and populate with data, gateway 1 approval by end April 2004, system set up and ready to receive data by end March 2005</li> </ul>
<b>Other evidence and analysis to support Sustainable Communities Group</b>	<ul style="list-style-type: none"> <li>• Urban policy: State of Cities Report, interim report by January 2005, final report by November 2005</li> <li>• Liveability: developing surveys and collating data, including green spaces and local environment (ongoing)</li> </ul>
<b>Evidence and analysis for homelessness and housing support directorate</b>	<ul style="list-style-type: none"> <li>• Evaluate Local Authority Homelessness Strategies to assess their quality, identify good practice and lessons for the future, by July 2004</li> <li>• Survey of homeless families with children in temporary accommodation on the causes, impacts and costs of homelessness to inform policy and spending priorities, by June 2005</li> </ul>
<b>Better management and dissemination of data across ODPM</b>	<ul style="list-style-type: none"> <li>• Deliver ODPM's initial 'Maps-on-Tap' services to intra-government and public audiences by October 2004; deliver enhanced services and report on a plan for wider Govt. take up, January 2005</li> <li>• Improve the efficiency of data collection from local government and produce recommendations by October 2004</li> </ul>
<b>Adoption of improved economic appraisal across ODPM and its Agencies</b>	<ul style="list-style-type: none"> <li>• Expand the range of appraisals that CEA scrutinises</li> <li>• Provide economic advice on a wider range of projects to CPRG. Dissemination of best practice as part of EiD rollout, summer 2004; additional economist recruited by September 2004</li> </ul>

## EQUALITY AND DIVERSITY

Key Work Streams	Outcomes and Milestones to be achieved in 2004-05
Developing a strategic approach to mainstreaming equality and diversity	<ul style="list-style-type: none"> <li>• Prepare an equality and diversity strategy (September 2004)</li> <li>• Embed equality and diversity into the ODPM Achieving Excellence in Delivery programme</li> <li>• Develop a dedicated diversity intranet area as a resource for policy makers (establish project by June and pilot pages by July 2004)</li> </ul>
Ensuring that ODPM meets its statutory obligations as a public body under existing and emerging equality legislation in relation to its policy development and internal practices	<ul style="list-style-type: none"> <li>• Develop a comprehensive disability policy to take account of the implementation of the final part of the Disability Discrimination Act (October 2004) and prepare for the introduction of a positive duty on disability as outlined in the Draft Disability Bill</li> <li>• Carry out a full annual review of ODPM's Race Equality Scheme (May 2004) and build internal capacity to undertake race equality impact assessments through training for ODPM policy makers during June/July 2004</li> </ul>
Improve the engagement of children and young people in the work of the Office	<ul style="list-style-type: none"> <li>• Undertake an annual review of the ODPM Action Plan 'Learning to Listen' in July 2004</li> </ul>

## ESTATES

Key Work Streams	Outcomes and Milestones to be achieved in 2004-05
Ensuring that the most efficient use is made of ODPM of accommodation	<ul style="list-style-type: none"> <li>• Prepare a draft Estates Strategy for Board approval by September 2004</li> <li>• Subject to Board approval, commence implementation of the Estates Strategy by March 2005</li> </ul>

## COMMUNICATIONS

The Directorate of Communication supports all ODPM aims and objectives inside and outside the department including our Government Offices and stakeholders. The Directorate's role is to provide effective, efficient, professional, successful and seamless communications advice and support for ODPM ministers and policy colleagues in order to ensure that the activities and policies of the Office are properly understood by our key audiences. The Directorate continues to seek improvements in our provision of a more open, diverse and professional co-ordinated media, publicity and publishing service for the DPM, his Ministerial team and departmental officials. We will support all of the Office's key policy announcements and events and we will play a key part in communicating the Office's Excellence in Delivery programme.

## LEGAL SERVICES

Legal Group provides advice and drafting services that contribute to strategic priorities and major projects across the Office. The Unit's key activities in the year will be: the preparation of instructions for Parliamentary Bills; drafting secondary legislation; providing advice on major projects and on litigation as required; providing advice and training in preparation for full implementation of the Freedom of Information Act; and rolling out a programme of legal awareness training across the Office.