



GOVERNMENT OFFICE  
FOR THE SOUTH WEST

# Government Office for the South West



**Business Plan 2004-05**



## Welcome to the Government Office for the South West Business Plan 2004-05

GOSW's mission is to make the South West a better place to live and work. Our focus is on bringing together the policies and programmes of the ten Government departments who sponsor us to make sure they are delivered effectively in a way that benefits the South West. We represent central Government in the region and also articulate the region's interests within Government, drawing on our work and relationships with a wide variety of partners in the region.

This is the third time we have published our annual business plan in this summary form for all partners in the region to see. This year's plan is a bit different from previous years, as we have tried to explain more clearly the outcomes and measures of success we're looking to achieve. A fuller version of the plan, going into more detail on some of the activities we'll be undertaking is on our web site – [www.gosw.gov.uk](http://www.gosw.gov.uk) - along with a description of where this work contributes to the nearly 40 departmental Public Service Agreement targets that we help deliver.

We're also for the first time including our Statement of Values – they reflect the way we aim to work, both within the office and with our partners and stakeholders. Over the coming year we want to build on the results of our recent Partner Perception Survey (also on the website) to improve and develop further our communication with, and service to, the region.

This next year has a number of challenges – making a reality of the Sustainable Communities plan by helping the region harness the benefits of growth and address the need for more affordable homes and better balanced housing markets; implementing the Modernising Rural Delivery Review following on from last year's review by Lord Haskins; making the most of the opportunities provided by European programmes to drive up economic performance and boost regeneration in the areas that need it most; and supporting the effective implementation of major changes in the services for children and young people – and plenty of additional areas where we need to keep delivering high quality services.

All of this at a time when the pressure on us, and the civil service generally, to work even “smarter” and effectively, has never been greater.

We welcome all of these challenges and are confident that we will rise to them.



**Jane Henderson**  
Regional Director





## STATEMENT OF PURPOSE

**As representatives of central Government in the South West our purpose is to use Government policies, programmes and influence to maximise the productivity, well-being and prosperity of the South West so that our communities are better places to live and work. To this end we will:**

- Build strong relationships with other regional and local partners, in the public, private and voluntary sectors;
- Promote better integration in the delivery of policies and maximise the alignment between national, regional and local priorities;
- Help the region articulate its needs so that they are better understood in Whitehall;
- Provide feedback to Whitehall on the impact and effectiveness of policies to inform future policy formulation.

## GOSW Values Statement

***In all our dealings with partners, stakeholders and our own staff, we will:***

### **Deliver on our objectives and responsibilities by:**

Understanding the needs of our stakeholders and partners

Concentrating on clear priorities

Setting high standards for our performance

Being impartial and acting with integrity

### **Learn, develop and innovate by:**

Encouraging creativity and change and finding new and better ways of doing things

Encouraging everyone to maximise their potential through learning, experience and constructive feedback

Praising success and addressing weaknesses

Using professional and specialist expertise where we need it

Sharing and learning from the best practice and assessing the results of what we do

Being responsible for our own decisions:

- Taking measured risks
- Being honest when we have got things wrong
- Learning from mistakes, not condemning them

### **Value people by:**

Trusting and respecting all the people we work with, and being courteous

Being visible and ready to talk

Seeking and valuing opinions and suggestions

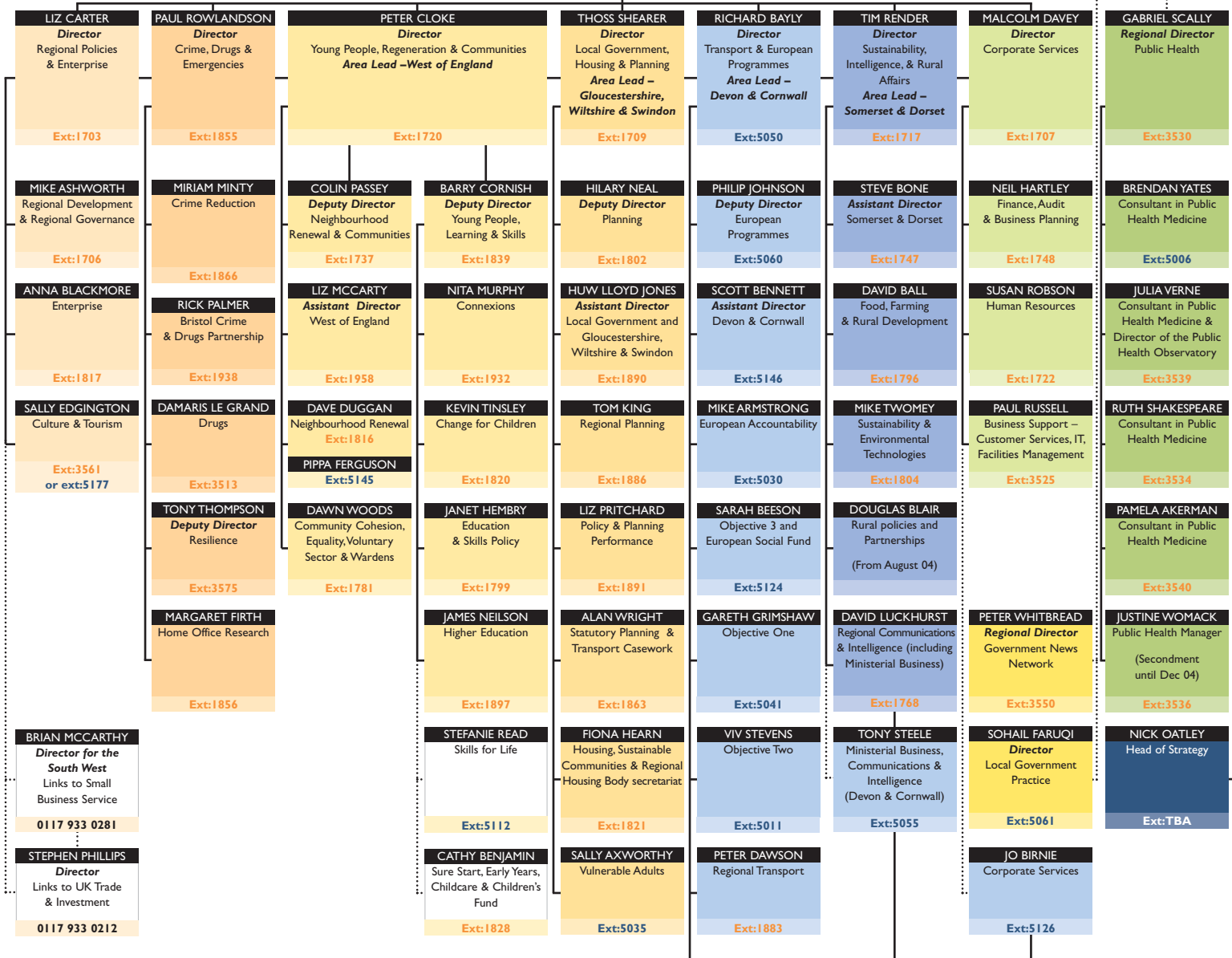
Welcoming the opportunity to work with people of all ages and backgrounds and treating them equally

Encouraging an effective work-life balance and fun in our work

# Government Office for the South West ORGANISATION CHART

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# GOSW 2004-2005

## Business Plan Summary

## GROWTH

**Strengthen regional infrastructure to underpin sustainable economic growth, focusing on housing, planning, transport and the environment.**

### Communities Plan

#### Desired Outcomes

- Planning reforms are applied, and enable delivery of the jobs, homes and infrastructure the region needs.
- The South West has a better understanding of how its housing markets work and a more strategic approach to new housing investment.
- The South West's city regions / principal urban areas are the prime focus for attracting and delivering economic and population growth.
- The region has a stronger awareness of place, and makes communities more sustainable.

#### Outputs / Measures of Success

- Progress on high quality Local Development Frameworks as agreed with each planning authority.
- Measures agreed for the success of each city region / principal urban area in attracting and delivering economic and housing growth.
- Urban Regeneration Companies delivering their business plans in Camborne / Pool / Redruth, Swindon and Gloucester.
- 21,900 new houses completed in the year.
- Agreement on future new housing numbers.
- Housing Corporation funds matching agreed regional priorities and providing maximum flexibility for delivering them.

### Transport & Communications

#### Desired Outcomes

- Negative impacts of geographic peripherality reduced.
- Better rural access.
- Reduced congestion and improved access in the region's main towns and cities.
- Reduction in deaths and serious injuries from road traffic accidents.
- Reduce vehicle emissions contributing to better public health.

#### Outputs / Measures of Success

- A Regional Transport Strategy which establishes shared priorities with central and local government.
- Local Transport Plans 2005 which focus on national and local Public Service Agreements or shared priorities and their delivery.
- Annual Progress Reports demonstrating delivery.
- Delivery of agreed national and regional schemes.
- Cornwall and Devon seen as exemplars in piloting new approaches to Broadband delivery.

### Sustainable Development & use of Natural Resources

#### Desired Outcomes

- Sustainable development at the heart of regional policy making, and policies delivered that make a sustainable difference to quality of life.
- The South West has a clear understanding of the sustainable energy issues it faces, and increases its level of renewable energy generation to meet the target of 10-15% renewable generation by 2010.
- High quality local environment in the region's cities, towns and villages.
- Effective waste management.

#### Outputs / Measures of Success

- Improvement in regional performance as measured against national sustainability quality of life indicators.
- Levels of renewable energy generation in the region doubled by March 2005.
- Improvement in the Local Environmental Quality of the region as measured against national indicators.
- Percentage of waste going to landfill reduced and amount recycled increased.

## INEQUALITIES & WELLBEING

**Improve life chances for young people, vulnerable adults and those living in deprived areas; reduce worklessness and crime; and improve the region's health and skills.**

### Young People, Children & Families

#### Desired Outcomes

- Services for children and young people deliver the 'Every Child Matters' outcomes (being healthy, staying safe, enjoying and achieving, making a positive contribution and achieving economic well being).
- Improved achievement, behaviour and attendance in the region's schools.

#### Outputs / Measures of Success

- Improvements in regional performance as measured against 'Every Child Matters' outcomes.
- Reduction in numbers of young people not in education, training or work.
- Reduction in school truancies and exclusions.
- More young people obtaining GCSEs and other level 2 qualifications.
- Increase in the consumption of fruit and vegetables by children.
- Reduction in teenage pregnancy rates sustained.
- Improvements in health of looked after children and health of children generally.

### Vulnerable Adults

#### Desired Outcomes

- Vulnerable adults get the advice and support they need to improve their lives and be active participants in society.

#### Outputs / Measures of Success

- Reduced worklessness and homelessness for hard to reach groups.
- Increased participation in basic skills training by hard to reach groups.

### Neighbourhood Renewal & Active Communities

#### Desired Outcomes

- Decline and social exclusion in the region's poorer neighbourhoods is reversed.
- South West is a region of cohesive communities which values diversity and promotes race equality and social inclusion.
- More public line services are delivered effectively through a strengthened and sustainable voluntary and community sector.

#### Outputs / Measures of Success

- Clear progress towards achieving the Government's floor targets through effective integration of national policy at local level.
- Improved skills in delivery of neighbourhood renewal programmes locally through better sharing of information and knowledge on what works.
- Improved local service delivery as a result of mainstreaming neighbourhood renewal activity.
- More cohesive and participative communities with measurable improvements in well being.
- Every neighbourhood renewal programme to have robust health component within its strategy.

### Crime & Disorder

#### Desired Outcomes

- Crime, anti-social behaviour and the fear of crime all reduced in the region.

#### Outputs / Measures of Success

- Crime reduced including vehicle crime by 30% and burglary by 25% compared with 1998/9 and robbery in Bristol by 14% compared with 1999/2000.
- Crime reduced in all 45 Crime Reduction Partnerships but greatest reductions achieved in the three highest crime partnership areas - Bristol, Gloucester and Bournemouth.
- Measures of anti-social behaviour showing reduction (graffiti, abandoned vehicles, drunken behaviour etc). (Measures due to be published during year).
- Fear of crime, as measured by the British Crime Survey, reduced.

### Drug Misuse

#### Desired Outcomes

- Impact of drug misuse on individuals and communities reduced.

#### Outputs / Measures of Success

- Proportion of offenders testing positive at arrest reduced indicating a reduction in drug related crime.
- Use of class 'A' drugs reduced.
- Use of illicit drugs by under 25s reduced.
- Increase in number of problematic drug users entering treatment.
- Reduction in the number of drug related deaths in the South West.

### Health

#### Desired Outcomes

- Health of the population improved in key areas, progress made on reducing health inequalities, robust arrangements in place for protecting the population's health.

#### Outputs / Measures of Success

- Progress made in meeting health inequalities targets and improving the health of vulnerable groups including prisoners and refugees and asylum seekers.
- Reduction in the number of sexually transmitted infections in the region.
- Improvements in the levels of physical activity in the region.
- Increase in numbers of people giving up smoking, particularly in high priority groups.
- Robust cancer and antenatal screening programmes in place.
- Reduction in deaths from road traffic accidents.

## PRODUCTIVITY

**Encourage enterprise, innovation and learning to make sustainable improvements in the overall prosperity and quality of life of the South West.**

### Enterprise and Innovation

#### Desired Outcomes

- Narrowing of gap in growth rate in Gross Value Added between the South West and best performing regions (London, East & South East).
- South West businesses more competitive internationally and more businesses exporting goods and services.
- More innovative regional businesses, successfully exploiting regional intellectual capital.
- Business accessing and benefiting from knowledge transfer from the region's higher education research.

#### Outputs / Measures of Success

- Gross Value Added (GVA) per head increases from current rate of 91% of UK average.
- South West companies perform better on the Department of Trade & Industry Value Added Scoreboard.
- Increased business take-up of Broadband, currently estimated at 17%.
- Reduced rates of business crime (measured according to a basket of indicators, including robberies on business properties, theft from shops or by employees).
- Increased Higher Education Institute/business collaboration through HEIF2 (Higher Education Innovation Fund): South West had an 11% share under HEIF1.
- High quality innovation/Higher Education and business support projects under European Objectives 1 & 2 funding.
- 3CR Research (Bristol University Innovation Centre) valued by the business sector it serves.

### Rural Development

#### Desired Outcomes

- Enhanced economic performance of the region's rural areas.
- Better access to and delivery of public sector services in rural areas.

#### Outputs / Measures of Success

- Increased productivity in rural areas, especially in those districts in the bottom quartile of rural areas nationally, as measured by the Department for Environment, Food & Rural Affairs.
- Projects under the Sustainable Farming and Food Strategy delivered to agreed timetable and meeting their performance indicators.
- Clear and agreed vision amongst regional partners of priorities for rural development action in the South West by end 2004.
- Successful rural service delivery models identified and promulgated.

### Education, Skills & Employment

#### Desired Outcome

- A more flexible and highly skilled regional workforce enjoying high levels of employment.

#### Outputs / Measures of Success

- Improve regional basic skills levels (literacy, numeracy and information and communications technology) of 75,000 adults by 2004.
- Regional Skills Partnership agreed by partners with shared commitment to tackle key challenges by June 2004.
- Regional Skills Partnership directly influences European Structural Fund (ESF) priorities - September 2004.
- Employer understanding of 14-19 curriculum changes improved by December 2004.
- Exeter and Gloucester Learning Communities increase participation in learning opportunities by March 2005.
- Closer links between the Regional Skills Partnership and the Objective 3 Regional Committee by September 2004.

#### Desired Outcomes

- A region with increasing access to and participation in higher education as measured by Department for Education & Skills Public Service Agreement (PSA) Target.

#### Outputs / Measures of Success

- Government Office contribution to co-ordination of Foundation degree plan.
- Neighbourhood renewal / Community strategies have increased emphasis on higher education / widening participation / access.
- Higher education delivers higher level skills provision linked to Regional Skills Strategy.

### Culture & Tourism

#### Desired Outcomes

- Increased productivity of regional tourism, creative and leisure industries.
- More people involved in cultural and sporting opportunities.
- South West is a distinctive rural and cultural region that attracts inward investment, jobs and visitors throughout the year.

#### Outputs / Measures of Success

- Department of Culture Media & Sport targets on participation rates met.
- Role and contribution of culture recognised as a core issue in regional and local strategy development, not in a 'separate box'.
- South West Tourism Plan implemented.
- EU programmes used to support relevant strategies on tourism, public realm, art and culture.

## DELIVERY

**Build stakeholder and internal capacity to support the integration of government policy, the delivery of programmes and effective partnership working.**

### Regional Institutions

#### Desired Outcomes

- South West has regional institutions that make a difference.
- Integrated Regional Strategy that has the support of all involved in its delivery.
- South West Regional Development Agency respected and valued by regional stakeholders, delivering the outcomes set out in its corporate plan.
- South West Regional Assembly delivers the outcomes in its business plan.
- Increased influence by the South West on Government departments' policy making.

#### Outputs / Measures of Success

- Integrated Regional Strategy agreed by regional institutions with a shared commitment to address key issues.
- Constructive feedback from stakeholders as part of South West Regional Development Agency monitoring process.
- National policy making decisions reflect and are influenced by input from South West partners, especially Government Office for the South West, South West Regional Development Agency and South West Regional Assembly.

### Local Authority Performance

#### Desired Outcomes

- Local authorities all focused on performance delivery.
- Local authorities all providing strategic leadership to their communities.

#### Outputs / Measures of Success

- All local authorities with poor or weak Comprehensive Performance Assessment ratings showing clear signs of improvement.
- Local strategic partnerships across the region setting local priorities, influencing partners' resource decisions, working effectively with health partners and driving up delivery standards.

### Resilience

#### Desired Outcomes

- South West able to respond, mitigate and recover from major emergencies and catastrophic incidents.

#### Outputs / Measures of Success

- Regional plans in place to manage range of likely incidents and emergencies.
- Regional activity / planning targets met. (Targets to be published later this year.)

### EU Programme Management

#### Desired Outcomes

- EU Structural Fund programmes meeting their performance targets and making a real and sustainable impact on South West economy.
- South West partners make an effective contribution to the debate on European post-2006 cohesion.

#### Outputs / Measures of Success

- EU Structural Fund programmes in the South West meeting annual financial targets and delivering planned results and outputs.
- South West Structural Fund programmes seen as examples of good practice in project delivery and partnership working.
- Lessons learnt from 2000-6 programme delivery influencing design of 2007-13 programmes.
- All European and UK regulatory requirements met in the delivery of programmes.

### Managing the Government Office for the South West

#### Desired Outcomes

- We are recognised by regional stakeholders as the natural interface between central government and regional/local delivery and as adding value to achievement of strategic outcomes.
- Our input to policy is sought after, and acknowledged by Whitehall departments as constructive and influential and grounded in accurate reporting and robust analysis.
- A flexible and more diverse workforce, equipped to achieve current objectives and able to respond to new challenges.
- Our objectives and activities are effectively planned, communicated & understood by staff and stakeholders.
- The resources allocated to us are used effectively, within Government Accounting guidelines.

#### Outputs / Measures of Success

- Investors in People status retained.
- Continuous improvements in the results of staff and stakeholder surveys.
- Annual Statement on Internal Control, fully compliant with Treasury requirements.
- Service First standards met or exceeded.
- Positive feedback from Ministerial visits.
- Positive audit reviews.