



Government Office for London
Business Plan
2004/5

Government Office for London **Business Plan** 2004/5



Note from the Regional Director



Welcome to the Government Office for London (GOL) Business Plan for 2004-05, outlining how we aim to make London a better place for all of its residents and its many visitors.

As one of nine Government Offices for the Regions in England delivering policies on behalf of nine Government departments, GOL is faced with a range of challenges, many unique to London, to maintain the capital as a world city and build on its strengths, diversity and dynamism.

GOL is working to improve life in London by alleviating poverty and deprivation, tackling street crime, improving equality of opportunity in education and reducing the imbalance in prosperity between East and West by promoting growth in the Thames Gateway. We also play a major role in the development of the 2012 Olympic bid.

Every day GOL is working with our regional partners to deliver real improvements in London, from New Deal for Communities and Local Strategic Partnerships to our work on Sure Start and Connexions. Our remit is wide ranging and challenging, working to deliver Government programmes on issues from reducing drug use to tackling poor quality housing. We are also home to the London Resilience Team who work to ensure London is ready to face any emergency.

Not only do we implement Government policy for nine departments but we also, through the development and use of our local knowledge, provide vital links between central Government, the Greater London Authority (GLA)

and London Boroughs and work to influence Government policy for the benefit of London.

The Office of the Deputy Prime Minister's (ODPM) new Excellence in Delivery Programme stresses the need for strong leadership and performance management. Our commitment to this is underlined by our appointment of three new Heads of Performance and Partnership to enhance our delivery across London through our work with key partners.

This year also sees the 10th anniversary of the GO network. GOL has achieved many things I'm proud of in that time - setting up the GLA, the impact our European and New Deal funding programmes have made on the lives of ordinary Londoners, setting up the Connexions services across London, establishing the London Housing Board and our London Resilience team to name just a few.

I hope you will find the Business Plan a useful guide to the work of Government Office for London.

Liz Meek, Regional Director



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Mission Statement

Our mission is to make London a better place by making sure that national policies are effectively delivered on the ground. We represent central Government in London, working with a wide range of partner organisations to promote the Government's policies and help achieve its objectives. We also promote London's interests within the Government.

How we work

To meet Government objectives in London we need an approach that cuts across traditional boundaries, that works in partnership with and supports key regional stakeholders. We act as a bridge between Whitehall and the London region, making policy and programmes more accessible and better adapted to the situation on the ground in the capital. The Government Office itself, working for nine sponsor Departments, provides a unique opportunity to draw together and join up different Government policies and programmes and maximise their impact in London.

Strategic Aims

Our key aims for 2004-05 are to

- Tackle the problems of deprived areas in London and narrow the gap with the rest of the country
- Deliver sustainable communities, more housing and a better planning system in London
- Deliver services that give children and young people in London a better start in life
- Manage the Government's relationship with the Greater London Authority, London's Mayor, London Boroughs and other key stakeholders
- Make London safer by tackling crime and drug use and ensure that London is prepared for any emergency
- Underpin the London 2012 Olympic bid with a robust transport and planning strategy

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Who we work for

- Office of the Deputy Prime Minister
- Department of Trade and Industry
- Department for Education and Skills
- Department for Transport
- Department for Environment, Food and Rural Affairs
- Home Office
- Department for Culture, Media and Sport
- Department for Work and Pensions
- Cabinet Office

Co-located with us in Riverwalk House we also have the Department of Health's Regional Public Health Unit, the Government News Network's London team, and representatives from Sure Start, the Children's Fund and other partner organisations.



How we are organised

The Government Office will manage over forty programmes and over £3 billion in programme allocation for 2004/5.

GOL's nine Divisions have teams dealing with:

- housing
- local government
- planning
- sustainable development
- culture and sport
- Neighbourhood Renewal and the New Deal for Communities
- voluntary and community sectors
- street crime, drugs and youth crime
- community cohesion
- Connexions, the Children's Fund and Sure Start
- teacher recruitment and retention
- liaising with and sponsoring the Greater London Authority, the London Development Agency and Transport for London
- business and enterprise
- European Funding
- London Resilience

GOL's structure has a geographic focus. Three of our Divisions are responsible for delivering a range of activities in North and West London, Central and South London, and the Thames Gateway. GOL's work is underpinned by the Corporate and Change Management Division's accommodation, finance, IT and personnel teams.



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New Developments

This year we have strengthened our geographic focus by appointing three new Heads of Performance and Partnership to enhance our work in each of our three London sub-regions. The Heads of Performance and Partnership work with local authorities, Local Strategic Partnerships, Connexions and other key stakeholders to help improve performance and to deliver government policies and programmes in a more joined up way. They will take on the role of “lead official” for local government performance work, and lead on Housing Delivery, Neighbourhood Renewal and a range of other policies and programmes in each sub-region.

We have also set up a new Housing Delivery Unit to help deliver a step change in the supply of sustainable housing in London and develop a single London delivery plan involving the GLA, boroughs, English Partnerships, Housing Corporation and other key stakeholders.

Our transport, planning and Thames Gateway teams will continue to work to make sure London can deliver a high-quality bid for the 2012 Olympics that is backed by a robust transport strategy and to ensure that the planning process has been completed for the large major projects needed to support the Games.

Our new voluntary and community sector team will help to manage an expanding agenda of policies and programmes to develop the capacity and infrastructure of the voluntary and community sector across London. The Department of Health’s Regional Public Health Group have recently joined us in Riverwalk House. We will work closely together to tackle a range of major public health issues for London, from teenage pregnancy to the health needs of black and ethnic minorities. The Government News Network London team is also co-located in Riverwalk House.

Corporate Governance

We have worked over the past year to review our corporate governance arrangements against best practice with a strengthened management board that meets monthly complemented by non-executive members to act as “critical friends”. We have established an independently-chaired audit committee, and introduced new and innovative approaches to our own business planning, performance management and risk management processes.

Public Service Agreements

2004/5

Public Service Agreements

GOL works to deliver a range of Public Service Agreements (PSAs) for our nine sponsor Departments in partnership with our regional stakeholders. GOL is responsible for helping to deliver over thirty PSAs on behalf of our parent Departments, on a wide range of issues, from reducing crime to promoting sustainable development.

PSAs focus on key national policy priorities and allow progress on policy areas to be assessed in a measurable way, each one setting out a key aim, with sub-objectives and outcome based targets against which they can be measured. They are discussed and agreed between government departments and HM Treasury and form an integral part of Spending Reviews.

New national PSA targets for 2005 to 2008 have been published as part of the spending review 2004 and are available on the Treasury website.

ODPM

PSA 1: Promote better policy integration nationally, regionally and locally; in particular to work with departments to help them meet their PSA floor targets for neighbourhood renewal and social inclusion.

PSA 2: 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 DTI and HM Treasury.

PSA 4: 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.

PSA 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 (SDA).

PSA 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 SDA. The Department to deal with called in cases and recovered appeals in accordance with statutory targets.

PSA 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.

Public Service Agreements

2004/5

DEFRA

PSA 1: Promote sustainable development across Government and the country as a whole as measured by achieving positive trends in the Government's headline indicators of sustainable development. Joint with ODPM.

PSA 2: Improve the environment and the sustainable use of natural resources, including through the use of energy saving technologies, to help reduce greenhouse gas emissions by 12.5% from 1990 levels and move towards a 20% reduction of CO₂ emissions by 2010. Joint with DTI.

PSA 3: Care for our natural heritage, make the countryside attractive and enjoyable for all, and preserve biological diversity by reversing the long-term decline in the number of farmland birds by 2020, as measured annually against underlying trends; bring into favourable condition by 2010 95% of all nationally important wildlife sites; and opening up public access to mountain, moor, heath and down and registered common land by the end of 2005.

PSA 5: Deliver more customer-focused, competitive and sustainable food and farming as measured by the increase in agriculture's gross value added per person excluding support payments; and secure CAP reforms that reduce production-linked support, enabling enhanced EU funding for environmental conservation and rural development.

PSA 6: Enable 25% of household waste to be recycled or composted by 2005/06.

PSA 7: Reduce fuel poverty among vulnerable households by improving the energy efficiency of 600,000 homes between 2001 and 2004.

PSA 8: Improve air quality by meeting our National Air Quality Strategy objectives for carbon monoxide, lead, nitrogen dioxide, particles, sulphur dioxide, benzene and 1-3 butadiene.

DfES

PSA 1: Raise standards in English and maths so that:

- By 2004 85% of 11 year olds achieve level 4 or above, and 35% achieve level 5 or above with this performance sustained to 2006;
- By 2006, the number of schools in which fewer than 65% of pupils achieve level 4 or above is significantly reduced.

PSA 2: Raise standards in English, maths, ICT and science in secondary education so that:

- By 2004 75% of 14 year olds achieve level 5 or above in English, maths and ICT (70% in science) and by 2007 85% (80% in science);
- By 2007 the number of schools where fewer than 60% of 14 year olds achieve level 5 or above is significantly reduced.

PSA 3: By 2004 reduce school truancies by 10% compared with 2002, and sustain the new lower level and improve overall attendance levels thereafter.

PSA 5: Raise standards in schools and colleges so that:

- Between 2002 and 2006 the proportion of those aged 16 who get qualifications equivalent to 5 GCSEs at Grade A*-C rises by two percentage points each year on average, and in all schools at least 20% of pupils will achieve this standard by 2004 rising to 25% by 2006.

PSA 10: Improve the basic skill levels of 1.5 million adults between the launch of Skills for Life in 2001 and 2007, with a milestone of 750,000 by 2004.

PSA 11: To reduce by at least 40% the number of adults in the UK workforce who lack NVQ2 or equivalent qualifications by 2010. Working towards 1million adults in the workforce to achieve NVQ2 and between 2003 and 2006.

Public Service Agreements

2004/5

Home Office

PSA 1: Reduce crime and the fear of crime; improve performance overall, including by reducing the gap between the highest crime CDRP areas and the best comparable areas; and reduce:

- Vehicle crime by 30% from 98/99 to 2004;
- Domestic burglary by 25% from 98/99 to 2005;
- Robbery in the 10 Street Crime Initiative areas by 14% from 99/00 to 2005; and maintain that level.

PSA 6: Reduce the harm caused by drugs by:

- Reducing the use of Class A drugs and the frequent use of any illicit drug among all young people under the age of 25 especially by the most vulnerable young people
- Reduce drug related crime, including as measured by the proportion of offenders testing positive at arrest.

PSA 8: To increase Voluntary and Community Sector activity, including increasing community participation, by 5% by 2006.

PSA 9: Bring about measurable improvements in race equality and community cohesion across a range of performance indicators, as part of the Government's objectives on equality and social inclusion.

DoH

PSA6: Reduce substantially the mortality rates from the major killer diseases by 2010: from heart disease by at least 40 % in people under 75; from cancer by at least 20% in people under 75.

PSA 9: Improve life chances for children, including by:

- Improving the level of education, training and employment outcomes for care leavers aged 19, so that levels for this group are at least 75% of those achieved by all young people in the same area, and at least 15% of children in care attain five good GCSEs by 2004. (The Government will review this target in the light of a Social Exclusion Unit study on improving the educational attainment of children in care.);
- Narrowing the gap between the proportions of children in care and their peers who are cautioned or convicted; and
- Reducing the under-18 conception rate by 50% by 2010.

PSA11: By 2010 reduce inequalities in health outcomes by 10% as measured by infant mortality and life expectancy at birth.

DWP

PSA1: Reduce the number of children in low-income households by at least a quarter by 2004, as a contribution towards the broader target of halving child poverty by 2010 and eradicating it by 2020. Joint target with HM Treasury

PSA 3: Demonstrate progress by Spring 2006 on increasing the employment rate and reducing the unemployment rate over the economic cycle.

PSA4: Over the three years to Spring 2006, increase the employment rates of disadvantaged areas/groups.

PSA5: Reduce the proportion of children in households with no one in work over the 3 years from Spring 2003 to Spring 2006 by 6.5%.

Public Service Agreements

2004/5

DfT

PSA 1: Reduce congestion on the inter-urban trunk road network and in large urban areas in England below 2000 levels by 2010.

PSA 3: Secure improvements to the accessibility, punctuality and reliability of local public transport (bus and light rail) with an increase in use of more than 12% by 2010 compared with 2000 levels.

PSA 5: Reduce the number of people killed or seriously injured in Great Britain in road accidents by 40% and the number of children killed or seriously injured by 50% by 2010 compared with the average for 1994-98, tackling the incidence of disadvantage communities.

PSA 6: Improve air quality by meeting our National Air Quality strategy objectives for carbon monoxide, lead, nitrogen dioxide, particles, sulphur dioxide, benzene and 1-3 butadiene. Joint target with DEFRA

DCMS

PSA 1: Enhance the take-up of sporting opportunities by 5-16 years olds by increasing the percentage of schoolchildren who spend a minimum of two hours each week on high-quality PE and sport.

PSA 2: Increase significantly the take-up of cultural and sporting opportunities by new users aged 20 and above from priority groups.

PSA 3: Improve the productivity of the tourism, creative and leisure industries.

DTI

PSA 1: Demonstrate progress by 2006 on the Government's long term objective of raising the rate of UK productivity growth over the economic cycle, improving competitiveness and narrowing the productivity gap with the US, France and Germany. Joint target with HM Treasury.

PSA 2: Improve the relative international performance of the UK's science and engineering base, the exploitation of the science base, and the overall innovation performance of the UK economy.

PSA 4: To assist in the delivery of Energy White Paper objectives at local and regional level:

- Putting the UK on a path to 60% reductions in CO2 by 2050;
- Maintaining security of supply;
- Maintaining competitive energy markets;
- Reducing fuel poverty.

PSA 6: Help to build an enterprise society in which small firms of all kinds thrive and achieve their potential, with (i) an increase in the number of people considering going into small business, (ii) an improvement in the overall productivity of small firms, and (iii) more enterprise in disadvantaged communities.

PSA 7: Make sustainable improvements in the economic performance of all English regions and over the long term to reduce the persistent gap in the growth rates between the regions, defining measures to improve performance and reporting progress against these measures by 2006. Joint target with ODPM and HM Treasury.

PSA 11: Deliver a measurable improvement in business performance of Trade Partners UK's customers; and maintain the UK as the prime location in the EU for foreign direct investment. Joint target with FCO.

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Excellence in Delivery

changing the way we work to better achieve our priorities

With the recent publication of the Gershon Review and the Lyons Report there is rightly an increased emphasis on all Government bodies, including the Government Office network, to look at how we deliver Government priorities with greater efficiency and effectiveness, and to the highest possible standards.

We will be building on our skills audit and the ODPM Excellence in Delivery (EiD) programme, which has five key themes:

- Improving our leadership and strategic focus
- Engaging better with stakeholders
- Improving our delivery of programmes
- Getting the right people into the right jobs
- Ensuring everyone in our organisation has the right skills to deliver
- Improving financial management.

Excellence in Delivery Awards

The Deputy Prime Minister recently established a series of awards to recognise positive practice in ODPM under each of these five themes. Four GOL staff were put forward for an award.

There was an excellent response to the invitation for nominations, with citations representing the work of both individuals and teams. The awards were presented at the ODPM Staff Conference on 21st June, but such was the strength of the competition the ODPM Board decided to organise an exhibition of the work of all nominees to be shown later this year in the atrium of ODPM's Eland House and also on the EiD website. Our four nominees from GOL will attend the opening of the exhibition.





Programme Expenditure Allocation 2004/5

	Allocation (£)
Office of the Deputy Prime Minister	
Community Chest	5,313,331
Community Empowerment Fund	2,654,485
Community Learning Chest	1,287,209
Public Order & Community Cohesion	92,077
Disabled Facilities Grant	15,282,000
Estate Action	2,600,000
Greater London Authority General Grant	36,328,000
Housing Action Trusts	30,500,000
Neighbourhood Renewal Fund	105,145,902
Neighbourhood Renewal - Skills & Knowledge	124,000
New Deal for Communities	62,165,548
Neighbourhood Management	2,426,943
Street Wardens	1,586,951
Street Crime Wardens	4,403,993
European Regional Development Fund (Objective 2)	24,085,033
total	293,995,472
Department for Transport	
Greater London Authority Transport Grant	2,225,111,000
total	2,225,111,000
Department of Environment, Food & Rural Affairs	
Sustainable Development Publicity Budget	40,000
Sustainable Farming and Food	10,000
total	50,000
Department for Education & Skills	
Community Champions	533,915
Pathfinder Young Community	40,000
Connexions Partnership Grant Funding	70,655,842
Positive Activities for Young People	7,421,088
Transforming Youth Work (Development Funding)	1,385,874
Special Education Needs/Disability Act	736,828

Programme Expenditure Allocation 2004/5



Millennium Volunteers	1,500,103
Vocational & Work Related Learning	100,000
Connexions Key Workers	5,040,000
Connexions Key Workers (Training & Development)	270,312
total	87,683,962
Department for Trade & Industry	
London Development Agency Grants	316,149,000
New & Renewable Sources of Energy	142,434
total	316,291,434
Department for Work & Pensions	
European Structural Fund (ESF) Objective 2	6,458,865
European Structural Fund (ESF) Objective 3	54,721,164
total	61,180,029
Home Office	
Basic Command Unit Fund	9,995,862
Building Safer Communities Fund	11,880,385
Home Office Directors' Allocation Fund	1,243,300
Neighbourhood Renewal Capacity Building Fund	250,000
Early Investment Programme	650,000
ChangeUp Programme	2,500,000
Time Limited Development Fund	802,706
Connecting Communities	1,363,343
Regional Networks	87,000
Domestic Violence	300,000
total	29,072,596
Total GOL Programme Expenditure Allocation 2004-2005	
	3,013,384,493



Running Costs Allocation 2004/5

	Allocation (£)
Running Costs	
Pay	12,489,423
Accommodation	3,360,581
Other Running Costs	2,291,306
Total	18,141,310

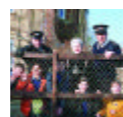




GOVERNMENT OFFICE
FOR LONDON



Government Office for London **Objectives** 2004/5



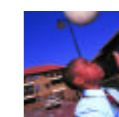
Crime & Drugs

- Support partnership work to reduce crime and drug misuse across London
- Agree and support the implementation of a set of challenging targets with each Crime and Disorder Reduction Partnership (CDRP)/Drug Action Team (DAT) for the reduction of crime and the reduction of problematic drug abuse in London
- Ensure every London borough completes its crime and drug audit and develops a strategy to the required standard by March 2005
- Deliver Home Office priorities in London, including reducing street crime in the priority Street Crime Areas, and reducing Anti-Social Behaviour, working with CDRP/DATs
- Tackle underlying causes of crime and related social inclusion problems through the London Youth Crime Management Board
- Deliver the Criminal Justice Intervention Programme in London working with National Treatment Agency colleagues
- Produce a London resettlement of offenders strategy approved by key organisations for implementation by April 2005



London Resilience

- Facilitate, coordinate and support the strategic emergency planning regime in London
- Provide effective support to Government, including directly to Ministers
- Ensure London has robust command, control and coordination arrangements for response to emergencies, including the restoration of a state of normality
- Facilitate delivery of key capabilities at London regional level and inform the development of the national capability programme
- Maintain a rolling review of London's resilience, including exercise programmes
- Provide specific services and projects required by the London Resilience Forum, including identifying emerging issues and areas for development



Central Unit

- Lead on Neighbourhood Renewal in London, working with GOL's geographical teams to narrow the gap between the most deprived neighbourhoods and the rest of the country through the delivery of neighbourhood renewal programmes
- Develop and promote community cohesion in London
- Promote sustainable development in London
- Increase the capacity of the voluntary and community sector
- Promote Cultural & Sporting interests in London
- Provide an effective research, intelligence and analysis service to support GOL's business needs
- Co-ordinate GOL's Ministerial business, cross-cutting policy exercises and business planning
- Manage effective external and internal communications in GOL to improve GOL's core business delivery
- Coordinate the cross-Whitehall response to recommendations of the Strategy Unit's London Study

Geographic Divisions



NORTH AND WEST

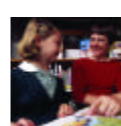
CENTRAL AND SOUTH

THAMES GATEWAY



North & West

- Lead across GOL on **local Government policy**, building closer relations with local authorities and engaging with poorly performing Boroughs



Central & South

- Lead across GOL on **education and skills issues**, including teacher recruitment and retention initiatives, managing the Positive Activities for Young People programme, Millennium volunteers and support for Connexions and the Youth Service



Thames Gateway

- Lead across GOL on **housing issues**, including the London Housing Strategy, support the London Housing Board and the new GOL Housing Delivery Unit established to deliver a step change in housing supply
- Work with key stakeholders to contribute to **sustainable growth in the London Thames Gateway** and deliver a successful London bid for the **2012 Olympic Games and Paralympic Games**

Geographic Divisions' Common Objectives

Our three Geographic Divisions have the following common objectives that they deliver in their London sub-region:

- Lead Government engagement and intervention with poorly performing councils in each sub-region to secure rapid improvement in the weakest councils
- Establish a coherent overall relationship management approach between Government and London Boroughs in each sub-region
- Support capacity building in local government, equipping it to provide excellent leadership and services to local communities
- Ensure young people make a successful transition to adult life through working with Connexions, OFSTED follow up, the Positive Activities for Young People programme and the Youth Service in each sub-region
- Close the education attainment gap through Local Strategic Partnerships and New Deal for Communities Partnerships
- Raise the skills level of the population and reduce worklessness in each sub-region
- Deliver key objectives and targets of the 2003 London Housing Strategy, ensuring Boroughs deliver at least minimum London Plan housing figures, and more where possible
- Narrow the gap between the most deprived neighbourhoods and the rest of the country through the delivery of Neighbourhood Renewal programmes in each sub-region
- Reduce crime and problematic drug use through implementation of challenging targets with each Crime and Disorder Reduction Partnership/Drug Action Teams (DAT) in each sub-region
- Maximise the London Development Agency (LDA) contribution to sustainable improvements in each London sub-region's economic performance



Planning

- Provide high quality input on London planning issues, and ensure the development and review of national policy takes account of London's requirements
- Provide high quality planning casework decisions - with at least 92% of referred cases and requests for call in met within target
- Promote the Government's Best Value targets for London Boroughs' development control performance
- Promote planning reform in London, ensuring local development schemes are produced on time and that Unitary Development Plans and Local Development Frameworks are consistent with Government policy and reflect diversity issues
- Ensure that regional planning documents in London meet Government policy



GLA, Business & Europe

- Facilitate good working relations between central Government and Greater London Authority (GLA)
- Help to maximise the LDA's contribution to national targets, in particular by achieving sustainable improvements in London's economy
- Advise central Government on the impact of the Mayor's transport policies, and support financial relationships between the GLA group and Government
- Assess Transport for London's performance in helping to deliver the Government's transport plans
- Help progress of major transport projects, in accordance with Government objectives
- Improve the utilisation of London's roads through the new Traffic Management Act
- Support London's Olympic Bid by delivering a robust Transport Strategy
- Help to build an enterprise society, especially in London's disadvantaged areas and communities
- Support development and delivery of DTI policy affecting London, ensuring it is informed by timely and accurate intelligence
- Ensure that the European Structural Funds make the maximum contribution to London by the closer alignment of strategies and Programmes
- Manage London's Structural Funds Programmes effectively to meet key performance targets and maintain financial controls



Corporate & Change Management

- Deliver high quality customer services through providing an advice and consultancy service
- Ensure GOL can deliver its objectives to a high standard through well-trained valued staff and good overall management
- Manage information effectively through customer liaison and continual development, in particular to ensure GOL's readiness for Freedom of Information
- Establish an acceptable level of resilience and business continuity capacity for GOL
- Accurately allocate, profile, monitor and forecast GOL's running cost budget
- Provide an effective internal and external audit service
- Provide effective accommodation management and catering provision for GOL



Regional Public Health Group

- Tackle health inequalities through influence and advice on cross-Government policies, working with national, regional and local Government, and other key stakeholders
- Strengthen measures and systems to protect the health of the population, including new and emerging infections and risks from terrorism
- Improve health through assessment and monitoring of public health issues, developing an evidence and information base and provide health impact assessments of Government Departments' and other agencies' policies
- Develop and build public health capacity and leadership with key stakeholders
- Take the national lead for the Department of Health on sustainable communities, working with ODPM and other Government Departments
- Contribute to the Department of Health's corporate management



GOVERNMENT OFFICE
FOR LONDON

Government Office for London

Riverwalk House

157 - 161 Millbank

London SW1P 4RR

020 7217 3328

www.go-london.gov.uk

enquiries.gol@go-regions.gov.uk

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