

**DRAFT – NOW SUBJECT TO
AMENDMENT DUE TO MACHINERY
OF GOVERNMENT CHANGES**



**THE RACE EQUALITY SCHEME
FOR THE CABINET OFFICE**

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This is the Cabinet Office's first Race Equality Scheme.

This Scheme is a living document and the Department will continue to review its contents and up date or amend sections where appropriate.

DRAFT – NOW SUBJECT TO AMENDMENT DUE TO MACHINERY OF GOVERNMENT CHANGES

Contents

Diversity within the Cabinet Office	4
How the Cabinet Office will meet its duties	6
The Race Equality Scheme	
Additional responsibilities and links with other Departments	7
Customer Service, New Work Areas, New Divisions/ Units, Non-Departmental Public Bodies and Independent Offices, Regional Co-ordination Unit and Government Offices in the Regions, Treasury Solicitors, Centre Office of Information and the Equal Opportunities Commission	
Assessment	9
Consultation	9
Review	11
Guidance on Reviewing Functions and Policies	11
Publishing Results	12
Training	13
Employment Duties	14
Human Resource Policies and Divisional/ Unit Action Plans	
Responsibilities	17
Annex A – Review of Cabinet Office functions and policies under the duty of the Act	19
Annex B – Non - Departmental Public Bodies and Independent Offices	45

DRAFT – NOW SUBJECT TO AMENDMENT DUE TO MACHINERY OF GOVERNMENT CHANGES

DIVERSITY WITHIN THE CABINET OFFICE

The Cabinet Office is committed to providing equal opportunities for all, irrespective of their ethnicity, gender, sexual orientation, disability, age, religion, marital status or working patterns.

The Cabinet Office is also committed to:

maintaining a productive work environment where staff can achieve their full potential by working towards the removal of all forms of unfair discrimination, harassment, bullying or victimisation wherever they arise;

embedding fairness and equality of opportunity into everyone's approach to business and their working relationships, and

improving the levels of representation of under-represented groups at all grades throughout the department, providing support to disabled staff and anyone who wishes to make use of flexible working practices.

What have we achieved in 2000 – 2002: -

Diversity

- Diversity Development Training for all staff followed by Peer Review
- Development of Divisional/ Unit Diversity Action Plans
- All staff to have a Diversity Objective in their Performance Appraisal report against which their performance will be monitored
- Continued evaluation of the Department through a staff survey
- Response rate from staff of over 90% to ethnic origin re-survey
- Highly Commended in British Diversity Awards 2000 for Department's efforts to develop good diversity practice and serve its community in an inclusive and valued way.
- Silver Award British Diversity Awards 2001 in 'Boosting Employment Potential' for disabled staff
- Programme of disability awareness raising, including hidden disabilities such as heart disease.
- Member of Opportunity Now and Race for Opportunity
- Member of Stonewall Diversity Champions Scheme
- Sponsor of Windsor Fellowship placements
- Provision of Work/life balance opportunities
- Support for childcare costs

DRAFT – NOW SUBJECT TO AMENDMENT DUE TO MACHINERY OF GOVERNMENT CHANGES

Networks

- Five staff networks Coban - Cabinet Office Black and Asian Network, Disco - Disabled Staff in the Cabinet Office, Women's Network, Rainbow – Lesbian, Gay, Bisexual and Transgendered staff, and Part-time and Alternative Working Network.
- 17 Harassment Contact Officers spread throughout the Department

Volunteering

- A days special leave a year for all staff to undertake voluntary work
- Links with communities through work experience opportunities and volunteering in local schools

Autumn 2002

- Launch of new action plan and diversity statement following thorough consultation
- Simplified complaints procedure
- Review of Recruitment and Selection policies and practices

DRAFT – NOW SUBJECT TO AMENDMENT DUE TO MACHINERY OF GOVERNMENT CHANGES

HOW THE CABINET OFFICE WILL MEET ITS DUTIES

The General Duties

In order to meet the general duties of the Act - elimination discrimination, promoting equality of opportunity and good race relations - the Cabinet Office has identified which of its functions have particular relevance to these duties. Priorities for these functions, based on their relevance to race equality, were then established and proposals for changes, consultation and/ or monitoring were developed. Details of the assessment, prioritising, consultation and review of policies is detailed on page 9 of this Scheme.

The Race Equality Scheme

This document is the Race Equality Scheme for the Cabinet Office, and applies to all those who work within the Cabinet Office. We would also ask other Departments to be mindful of the contents of our Scheme when working with us.

The Scheme will be available to all staff and members of the public via the Cabinet Office website. Training on the Scheme and the Act will be included within current training programmes, as appropriate, and further training for staff will be developed.

The Scheme sets out arrangements the Cabinet Office is putting in place to meet its requirements under the general and specific duties. The contents of the main body of the Scheme will be reviewed each year in May to ensure that it remains a relevant and accurate document.

This Scheme does not detail how the Cabinet Office is addressing all areas of diversity such as age, disability, nationality, ethnicity, gender, sexual orientation, religion or marital status as this is covered by the Cabinet Office Diversity Action Plan which will be re-launched in Autumn 2002.

The requirements of the Race Relations Amendment Act have offered the unique opportunity to review the Department's current and proposed functions and policies, and to see how these functions and policies can and do act to promote race equality.

Additionally, some of the Cabinet Office's functions are contracted out to bodies in the private sector. The Cabinet Office will be mindful of its obligations when discharging its functions through others, and will consider, for example, whether contracts should be used to specify actions that contractors should take to ensure that the department does not fail to meet its obligations in this area.

DRAFT – NOW SUBJECT TO AMENDMENT DUE TO MACHINERY OF GOVERNMENT CHANGES

ADDITIONAL RESPONSIBILITIES AND LINKS WITH OTHER DEPARTMENTS

Customer Service

The majority of the Cabinet Office's divisions and units have little or no direct contact with members of the public. However, where such contact does take place members of the public should be treated with dignity and respect, and staff should expect to be treated in the same manner. Depending on the number of customers the division/ unit has, the following should be considered: -

- establishing a user group to seek feedback and act on it,
- customer service training for all staff, including coping skills for dealing with difficult customers,
- establishing a customer champion within the division/ unit who has lead responsibility for taking forward customer care issues,
- measuring the number of letters of complaint or thanks received and setting targets accordingly, and
- visiting www.benchmarking.gov.uk - a website dedicated to encouraging the spreading of good practice across the public sector.

New Work Areas

The Cabinet Office has a key role within government to review its own and government wide policies which often leads to the development of new policies. Where this arises it will be the responsibility of the team developing such policies to ensure that they have fully taken into account the requirements of the Act.

New Divisions/ Units

The Cabinet Office role's at the heart of Government means that it often gains responsibility for new work areas. Whilst the functions and policies of any new divisions and units will not immediately be reflected in this Race Equality Scheme, the Cabinet Office will continue to review its divisions and units to ensure that future Race Equality Schemes include all the Department's responsibilities. It will be the responsibility of the Head of Management Unit of any divisions/ units joining the Cabinet Office to ensure that they embody the duties of the Act when carrying out their functions and policies on behalf of the Department.

Non-Departmental Public Bodies (NDPBs) and Independent Offices

The schedule to the Race Relations (Amendment) Act lists the larger public authorities (central and local government, the police, health bodies etc) which are subject to the duty to promote race equality. Some additional bodies, such as NDPBs have also been included in the schedule. For the Cabinet Office's NDPBs and Independent Offices, only the Honours Scrutiny Committee and the Equal Opportunities Commission have been listed on the schedule and are subject to the duties of the Act. However, the Cabinet Office will keep this under review and seek where appropriate to include further NDPBs or Independent Offices on the schedule to be covered under the duties of the Act. We would also expect all Cabinet Office NDPBs and Independent Offices, when carrying out their functions, to reflect the spirit of the Act.

DRAFT – NOW SUBJECT TO AMENDMENT DUE TO MACHINERY OF GOVERNMENT CHANGES

Regional Co-ordination Unit and the Government Offices in the Regions

The Regional Co-ordination Unit (RCU) was formed to assist better co-ordination of area-based initiatives, increase involvement of Government Offices in the Regions (GOs) in policy making, establish Government Offices as the key representatives of central government in the regions and establish the RCU as the unified head office for GOs.

The Government Offices in the Regions are not legally recognised entities and not listed as public authorities under the Race Relations (Amendment) Act. Policies on how the Government Offices in the Regions will assess, monitor and consult on their functions and policies under the Act are being developed through liaison with the various parent departments who work with them.

Equal Opportunities Commission

The Equal Opportunities Commission has produced their own Equality Scheme which incorporates their Race Equality Scheme which will be published on the Commission's website at www.eoc.org.uk

Treasury Solicitors

The Cabinet Office and Central Advisory Division (COCAD) of the Treasury Solicitors provides advisory services on most areas of law to the Cabinet Office and its agency. The Cabinet Office will be promoting the contents of this Scheme with COCAD to ensure that advisory lawyers are able to advise the Cabinet Office with a full understanding of the Department's Race Equality Scheme.

Central Office of Information (COI)

The Central Office of Information procures and advises on publicity services for Government Departments and agencies. The COI is not part of the Cabinet Office, but reports to Cabinet Office Ministers. The COI is developing a separate Race Equality Scheme.

DRAFT – NOW SUBJECT TO AMENDMENT DUE TO MACHINERY OF GOVERNMENT CHANGES

ASSESSMENT

The Act requires the Cabinet Office to produce a Race Equality Scheme which sets out which of our current and proposed functions and policies are relevant to the general duties to eliminate discrimination, promote equality of opportunity and good race relations. The aim of this duty is to mainstream race equality within our structures and operations.

The majority of the Cabinet Office's functions do not directly impact on the public although policies formulated within the Cabinet Office can ultimately affect how services are delivered to the public. Therefore it was important for each Management Unit within the Cabinet Office to look at all current and proposed functions and policies and to assess whether they are relevant to the general duties and categorise them as either high, medium or low relevance.

Further consideration then needed to be taken to assess if the functions/ policies were affecting racial groups or individuals differently and if so how this might happen and whether any evidence existed to confirm this might be happening.

Social Exclusion Unit

The Social Exclusion Unit always ensure that their work is sensitive to and informed by relevant race issues. They have held workshops and site visits with hard to reach groups, including ethnic minority communities and established and maintained ongoing dialogues with a wide range of relevant interest groups.

CONSULTATION

Each Management Unit was then asked how it would consult on the functions and policies that it had identified as being relevant to the duties of the Act.

Where consultation on functions and policies had already taken place the Management Units were asked to look at what changes they had made to their functions/ policies following this consultation and how they would monitor whether these changes had the desired affect.

Where consultation had not yet taken place, Management Units were asked to look at how they will bring in consultation and review whether these changes are having the desired affect.

Each Management Unit needed to know whether people from ethnic minority groups were satisfied with their services and policy decisions, and were encouraged to use this consultation process to increase their understanding of people's needs and concerns that might have been overlooked or ignored. They were also encouraged to look at the most effective methods for consultation so as to tailor their methods to the groups they wanted to reach, and not consult too often nor with the same groups, and to monitor and assess the consultation methods themselves.

DRAFT – NOW SUBJECT TO AMENDMENT DUE TO MACHINERY OF GOVERNMENT CHANGES

A number of consultation methods were recommended such as:-

- Conducting a satisfaction survey, amongst people who receive information from or use the services provided by the Division/ Unit.
- Holding focus groups or reference groups with internal or external stakeholders, individuals or groups that the Division/ Unit has regular contact with to monitor its functions and policies.
- Holding random or targeted feedback interviews.
- Considering ways of monitoring complaints by ethnic origin.
- Asking the staff networks if they can help look at what the Units do and highlight any potential problems.

The Regulatory Impact Unit

The Regulatory Impact Unit will be asking visitors to their website for details of their ethnic origin as a way of testing the accessibility of the information they provide.

Management Units were encouraged to view the work required by the Act as a positive way of ensuring they are carrying out their business in an effective manner. Through gathering feedback they would be able to assess their overall performance as well as assessing their work in terms of the duties of the Act.

Performance and Innovation Unit

The Performance and Innovation Unit consult a wide range of stakeholders, when undertaking projects. They also use a variety of consultation methods such as meetings, briefing sessions and their website.

DRAFT – NOW SUBJECT TO AMENDMENT DUE TO MACHINERY OF GOVERNMENT CHANGES

REVIEW

The list of functions and policies included on the Race Equality Scheme will be reviewed at least every three years as required by the Act, with those with a particularly high relevance to the duties of the Act being reviewed every year by the relevant Management Unit.

For new policies or functions arising throughout the year, it is the responsibility of the individual divisions or units to ensure that these policies and functions are considered in relation to the duties of the Race Relations (Amendment) Act and included in any future reviews of the Race Equality Scheme.

GUIDANCE ON REVIEWING FUNCTIONS AND POLICIES

Heads of Management Units are responsible for ensuring that effective monitoring and consultation is carried out to ensure that the impact of their Unit's functions and policies remains under review. A list of the Department's functions and policies reviewed under the duties of the Act are detailed at Annex A.

All functions and policies identified in Annex A should have been reviewed at least once by May 2005. However, where functions and/ policies were judged to have high relevance to the duties of the Act, or where there is some or substantial evidence that different racial groups are (or could be) differently affected – marked with a (H) on the table - these functions/ policies should be seen as a top priority and should be reviewed each year whilst they remain of high relevance.

For functions and policies judged as having medium relevance to the general duties, and where there may also be a little or some evidence that different racial groups are /or could be differently – marked this a (M) on the table in Annex A - these functions and policies should be seen as a medium term priority and dealt with after high priorities, and reviewed every two years.

Functions and policies judged as having limited / low relevance to the general duties – marked with a (L) on the table in Annex A - should be reviewed every three years to consider whether any changes should be made to greater assist race equality.

If Management Units judge functions and policies as not being relevant to the duties of the Act – marked as (n/a) on the table at Annex A - it is the responsibility of the Unit to review this assessment at least every three years.

Women and Equality Unit

The Women and Equality Unit had recently recruited a new champion to promote diversity throughout all their externally facing activities.

DRAFT – NOW SUBJECT TO AMENDMENT DUE TO MACHINERY OF GOVERNMENT CHANGES

The Equality Co-ordination Unit

The Equality Co-ordination Unit takes a strategic overview across all the equality strands. It promotes the general policy of mainstreaming equality throughout all areas of government policy, so that each department considers the equality issues that arise in their particular policy area.

PUBLISHING RESULTS

Statistical data on the ethnic origin of staff working within the Cabinet Office is already published twice yearly on the Department's website. Yearly statistics for all the areas required to be monitored under the Act will also be published on the Department's website. In publishing data related to employees of the Cabinet Office, the Department follows the Code of Practice of Recording the Ethnicity of Staff, which ensures that information will be published in a format that will not identify individuals.

Central Secretariat

The Public Appointments Unit in Central Secretariat co-ordinates action across Whitehall to increase diversity in public appointments by promoting understanding of the work and value of public bodies and awareness of public appointment opportunities, particularly among currently under-represented groups, and ensuring that departments set and deliver specific targets to increase diversity. Departmental targets are published and progress against them is reported annually.

DRAFT – NOW SUBJECT TO AMENDMENT DUE TO MACHINERY OF GOVERNMENT CHANGES

TRAINING

All Cabinet Office staff have either attended or will attend a day long Diversity Development Programme. This course was introduced prior to the implementation of the Race Relations (Amendment) Act and so does not directly address the duties of the Act. Therefore, further training will be delivered covering the duties of the Act.

This will include introducing training on the Race Relations (Amendment) Act in all relevant courses such as the Cabinet Office Induction, Recruitment and Selection and First Time Managers.

Training will also be provided to Heads of Management Units who will be responsible for cascading down information to their Units and identifying any further training needs with their Units.

DRAFT – NOW SUBJECT TO AMENDMENT DUE TO MACHINERY OF GOVERNMENT CHANGES

EMPLOYMENT DUTIES

The Cabinet Office needs to ensure that its behaviours and ways of working are guided by fairness, equality and diversity. This is not only to demonstrate our commitment to being a good employer, but also to reflect our intention to take into full account the needs of the diverse population we serve.

The Act places a duty on Cabinet Office to monitor the following:-

- staff in post:-

The Cabinet Office monitors staff in post by gender, ethnic origin and disability. This information is broken down by grade.

- applicants for employment,

Both internal and external applicants for post within the Cabinet Office are asked to complete an ethnic origin monitoring form.

- training,

Applications for training are monitored by racial group.

- and promotion.

Applicants for promotion can now be monitored by racial group.

We will also need to monitor the numbers of staff from each such group who,

- receive training;

A database for recording who has received training within the Cabinet Office is now in place.

- benefit or suffer detriment as a result under our performance appraisal/ pay procedures;

A review will be conducted.

- are involved in grievance procedures;

We will monitor those involved in the grievance procedure.

- are the subject of disciplinary procedures,

We monitor those involved in disciplinary procedures, and will continue to do so.

- or cease employment with us.

We already monitor those ceasing employment with the Cabinet Office by ethnic origin, and are seeking to gather more anecdotal evidence for leavers via exit questionnaires.

Statistical information gathered via such monitoring described above will be published each year on the Cabinet Office web site. The Cabinet Office has been monitoring its staff since 1989 by racial group.

DRAFT – NOW SUBJECT TO AMENDMENT DUE TO MACHINERY OF GOVERNMENT CHANGES

Human Resources

Human Resources are undertaking a thorough review of recruitment and selection processes. The Project Team will be looking at various methods of selection to ensure that the chosen processes are fair and do not disproportionately affect people from particular ethnic groups.

HUMAN RESOURCE POLICIES

In carrying out monitoring of the Cabinet Office's current staff and those applying for posts with the Department, Human Resources within the Cabinet Office will continue to review the effectiveness of its policies. Reviews of the recruitment process, complaints, discipline, inefficiency and attendance procedures are currently underway.

All staff within the Department should remember the duties of the Act to eliminate discrimination, promote equality of opportunity and good race relations when carrying out any functions on behalf of the Department. Through this we expect all individuals, and especially those with management responsibilities, to act in a manner that maintains and promotes our diverse workforce and offer all staff the opportunity to fully utilise their talents in contributing to achieving the Department's aims and objectives. The duties are particularly relevant in the following areas:-

Recruitment and Selection including drafting adverts, conducting sifts for interviewing and assessing and selecting applicants. The Cabinet Office offers training for staff on recruitment and selection and all those involved in such processes should ensure that they have received adequate up to date training and are familiar with the Department's equal opportunities and diversity statements and policies.

Performance Appraisal – All staff should attend training on the Cabinet Office Performance Appraisal system and the completion of forms for pay and bonus recommendations and must seek guidance if they remain unclear about any of the areas.

Promotion – Any staff responsible for handling promotion should be aware of the Department's equal opportunities and diversity policies, and should ensure that promotions are handled in a fair and equitable manner allowing all staff to develop their skills and abilities.

DRAFT – NOW SUBJECT TO AMENDMENT DUE TO MACHINERY OF GOVERNMENT CHANGES

Harassment and Bullying – The Cabinet Office is committed to providing a working environment which allows people of all backgrounds and interests to work well together and to achieve their potential, and all staff have a role to play in ensuring this happens.

The Cabinet Office does not tolerate any form of harassment, bullying or victimisation, and all staff should be mindful to this. All allegations of harassment, bullying and victimisation will be investigated fairly and promptly. All complaints will be treated under our complaints procedures, and will be handled in strict confidence.

DIVISIONAL/ UNIT DIVERSITY ACTION PLANS

All units and divisions within the Cabinet Office are required to produce Diversity Action Plans to take forward points arising from their participation in the Diversity Development Training. These Plans will provide an additional means of integrating diversity issues into the day to day working of the Department.

Human Resources will be actively involved in helping divisions/ units in developing such plans and reviewing their process.

Centre for Management and Policy Studies (CMPS)

As part of their Equality and Diversity Action Plan, CMPS have established a project group to look at networking and under-representation or their division. This group is currently looking at building partnerships with schools who have high proportions of pupils from minority ethnic groups.

**DRAFT – NOW SUBJECT TO AMENDMENT DUE TO
MACHINERY OF GOVERNMENT CHANGES**

RESPONSIBILITIES

List of Responsibilities for taking forward work in relation to the Race Relations Amendment Act and the Cabinet Office Race Equality Scheme

Work Area	Responsibility
<ul style="list-style-type: none"> • Overall responsibility for the elimination of discrimination, promoting equal opportunities and good race relations within the Cabinet Office. • Overall responsibility for ensuring the Cabinet Office meets the requirements of the Race Relations (Amendment) Act. 	Permanent Secretary
<ul style="list-style-type: none"> • Ensure that their Units complete a review of their functions and policies in May of each year, as appropriate, and integrate the elimination of discrimination, promoting equal opportunities and good race relations into their work. • Ensure their Units continue to monitor the impact of their review and consultation processes to ensure they remain suitable and proportionate throughout the year. 	Heads of Management Units
<ul style="list-style-type: none"> • Oversee Divisions' and Units' review of their functions and policies and monitoring of impact. • To consider if the review process should be linked into the business planning cycle by May 2005. • To consider re-assigning roles and responsibilities for the Act as appropriate. • Ensure the yearly monitoring of employment takes place as required by the Act, and the results of such monitoring are analysed for differential impact by racial group. • Publish the results of such monitoring yearly. • Ensure training on the Act is developed and delivered for staff. • Continue to promote the process of review of Human Resource functions and policies. • Provide guidance for the rest of the Department to advise of the outcomes of such reviews. 	Head of Human Resources

**DRAFT – NOW SUBJECT TO AMENDMENT DUE TO
MACHINERY OF GOVERNMENT CHANGES**

Work Area	Responsibility
<ul style="list-style-type: none"> • Ensure that the main body of the Cabinet Office Race Equality Scheme remains up to date. • To monitor and handle all complaints as appropriate. 	Equal Opportunities Officer
<ul style="list-style-type: none"> • To ensure when developing new policies that they comply with the duties of the Act and that they reflect the contents of the Race equality Scheme. 	Policy Makers
<ul style="list-style-type: none"> • To familiarise themselves with the duties of the Act and to ensure they incorporate these duties into their work. • Ensure that they and their staff undertake any specific training. 	Managers
<ul style="list-style-type: none"> • Familiarise themselves with the duties of the Act and to ensure they incorporate these duties into their work. • Ensure that their attend specific training. 	Individuals

DRAFT – NOW SUBJECT TO AMENDMENT DUE TO MACHINERY OF GOVERNMENT CHANGES

Review of Cabinet Office functions and policies under the duties of the Act

(H) = Policy/ function is a high priority under the terms of the Act, consultation and/ or monitoring will take place and these processes will be reviewed again by May 2003

(M) = Policy/ function is a medium priority, consultation and/ or monitoring may take place and these processes and will be reviewed again by May 2004

(L) or (n/a) = Policy/ function is a low priority. A full reviewed of such policies will be undertaken by May 2005 to ensure their assessment as low priority is correct.

Prime Minister's Office	Functions
	Enable the Government to meet its delivery objectives by maintaining effective policy support to the Prime Minister. (M)
	To ensure clear and consistent communication with Parliament, the media and the public. (M/L)
	To maintain effective support to the PM on the policy and process of Honours and Appointments. (M)
	To manage No10 effectively to ensure proper integration and co-ordination. (H to L)

DRAFT – NOW SUBJECT TO AMENDMENT DUE TO MACHINERY OF GOVERNMENT CHANGES

Central Policy Group	Functions
	Manage relations with the devolved administrations and to make a success of devolution while maintaining UK interests. (L)
	Provide the UK end of the British-Irish Council secretariat (L)
	Support Deputy Prime Minister in co-ordinating the follow-up to the White Paper on English Regional Governance. (L)
	Ensure that the DPM has the necessary support to take forward the climate change agenda. (N/A)
	Support the international work of the DPM. (N/A)
	Ensure that the DPM has the necessary support in steering the UK's involvement in the World Summit on Sustainable Development towards a successful outcome (N/A)
	Support and provide policy advice to the DPM in a range of domestic issues in which he takes an interest. (L)
	Provide policy advice to DPM and other Cabinet Office Ministers and co-ordinate Cabinet Office wide input on public expenditure issues (M)

DRAFT – NOW SUBJECT TO AMENDMENT DUE TO MACHINERY OF GOVERNMENT CHANGES

Social Exclusion Unit	Functions To Undertake project work on social exclusion issues taking account of the views of all groups affected and ensure that the particular impact on groups at risk of social exclusion informs the design of policy solutions (H) For SEU current projects:- Reducing re-offending by ex-prisoners (M) Young Runaways (M) The educational attainment of children in care (M) Transport and social exclusion (M)
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DRAFT – NOW SUBJECT TO AMENDMENT DUE TO MACHINERY OF GOVERNMENT CHANGES

Women and Equality Unit (WEU)	Functions
	Reduce pay gap between women and men, increase women’s participation & promote work-life balance (H)
	Ensure gender equality directives meet & support UK objectives (M)
	To ensure that delivery of public services in key areas of health and education meet the needs of women. (H)
	Increase the participation of women in public life at national and regional level. (H)
	Reduce incidence of domestic violence (M)
	Take forward work on Civil Partnerships Registration & Sexual Orientation (M)
	Proactively shape international equality agenda (M)
	Inform evidence based policy development through research on and monitoring of women’s position in Britain (H).
	To be a centre of expertise in understanding women’s views and in communicating with women (H)
	Ensure the Equal Opportunities Commission and Women’s National Commission achieve their agreed objectives, effectively, efficiently and accountably and project to propose a single equality commission. (H)
	Ensure WEU corporate processes support delivery of agreed objectives.(H)
Equality Co-ordination Unit	Functions
	Provide secretariat support & policy input to interdepartmental equality meetings and ensure action is taken forward(H/M)
	Co-ordinate and lead on cross-cutting equality issues (H)
	Facilitating function between the different equality strands to develop a coherent policy on equality across the piece. (H)

DRAFT – NOW SUBJECT TO AMENDMENT DUE TO MACHINERY OF GOVERNMENT CHANGES

Delivery Unit	Functions
	Working with other Government departments, No. 10 Policy Directorate and HM Treasury to develop the capacity to deliver in four key areas: education; health; crime & asylum and transport. (L)
	Monitoring and reporting on progress towards achieving the Government’s public service priorities. (L)
Office of the E-Envoy	Functions
	Identify and ensure funding for priority electronic services which will drive uptake (M)
	Develop a close partnership relationship with public sector bodies delivering priority services, taking ownership of cross-cutting risks and issues. (M)
	Identify and implement solutions to cross-cutting blockers/ enablers of joined up Government (L)
	Roll out resilient central infrastructure and services (L)
	Create a market in 3 rd party delivery of government services (L)
	Stimulate longer-term thinking on e-government transformation (L)
	Ensure implementation of the government’s broadband strategy (M)
	Develop an e-business friendly regulatory framework (L)
	Ensure implementation of the government’s universal access strategy (M)
	Develop an action plan for delivering e-democracy (M)
	Ensure the security and resilience of UK IS infrastructure (L)
Communicate the UK online brand across government and partnerships (M)	

DRAFT – NOW SUBJECT TO AMENDMENT DUE TO MACHINERY OF GOVERNMENT CHANGES

Regulatory Impact Unit	Functions
	To support the Better Regulation Task Force to provide effective advice to the Prime Minister, Minister for the Cabinet Office and Government about existing regulatory regimes, new regulatory proposals and the principles underlying good regulation. (L)
	Convey effectively the Government's position on regulatory reform. (L)
	Ensure that rigorous Regulatory Impact Assessments (RIAs) of proposed regulations are undertaken and, for significant proposals, that the costs are justified by the total economic, social and environmental benefits. Further to drive forward an ambitious programme of regulatory reform in departments. (L)
	To reduce the burden of complying with current regulation in the private sector by engaging directly with the business community and, having identified specific areas of concern, deliver change through joint action plans agreed with relevant government bodies. (L)
	Facilitate the successful reduction of existing and possible bureaucratic burdens and future unnecessary red tape to improve the effectiveness of front line public services. (L)
	Improve the quality of regulation, ensuring good cost-benefit analysis and treatment of risk and competition within RIAs, good transposition of EU directives and improvements in the regulatory process in the EU. (L)
Charter Mark & Beacon Scheme	Functions
	Run and manage the Charter Mark Scheme.(L)
	Develop new approach for Charter Mark content and administration to deliver phased withdrawal from 'hands on' management (M)
	Review and evaluate the Central Government Beacon Scheme (M)

DRAFT – NOW SUBJECT TO AMENDMENT DUE TO MACHINERY OF GOVERNMENT CHANGES

Cabinet Secretary's Private Office	Functions
	To ensure that issues referred to the Cabinet Secretary are brought to his attention promptly and clearly and that his instructions are transmitted promptly, clearly and courteously, acting on his behalf where necessary (L)
	To provide a reliable, accurate and comprehensive record-retrieval service to the Cabinet Secretary (L)
	To organise the Cabinet Secretary's schedule as smoothly, effectively and efficiently as possible (L)
Central Secretariat	Functions
	Advise the Cabinet Secretary/Prime Minister on propriety issues in relation to Ministers, Special Advisers, Ministers and related codes (L)
	Advise the Cabinet Secretary/Prime Minister on machinery of Government issues (L)
	Helping to ensure that Ministers and departments minimise the number of public bodies and that such bodies function effectively (L)
	Helping to ensure that Ministers and departments are in a position to appoint the best of all potential candidates when making public appointments and co-ordinating action across Whitehall to increase the number of appointments held by women, people from ethnic minority backgrounds and disabled people.(M)

DRAFT – NOW SUBJECT TO AMENDMENT DUE TO MACHINERY OF GOVERNMENT CHANGES

Economic and Domestic Secretariat	Functions
	To deliver a high quality and efficient service to support Cabinet and Cabinet Committee Business, and other collective consideration by Ministers (L)
	To support the Prime Minister and the Leader of the House of Commons in the overall determination and management of the legislative programme, and to support the four Parliamentary Business Managers in taking strategic decisions about its day to day management (L)
	To identify cross cutting issues that require collective consideration and broker effective agreement between departments as necessary to deliver the Government's priorities.(L)
	To provide high quality advice to the Prime Minister and Government on policy issues, including annual co-ordination of pay review body round (L)
Foot & Mouth Disease ' Lessons Learned' Inquiry	Functions
	To make recommendations for the way in which the Government should handle any future major animal disease outbreak, in the light of the lessons identified from the handling of the 2001 Foot and Mouth Disease outbreak in Great Britain. (L)
Overseas & Defence Secretariat	Functions
	To drive forward the United Kingdom's defence, security, foreign policy and development agenda, and to co-ordinate the Government's response (military, diplomatic and economic – including assistance) to crises overseas. (L)
	To ensure that the UK's defence and crisis management machinery and facilities are operational whenever required. (L)

DRAFT – NOW SUBJECT TO AMENDMENT DUE TO MACHINERY OF GOVERNMENT CHANGES

Intelligence & Security Secretariat	Functions
	Provide Ministers and senior officials with timely, intelligence-based warnings of significant developments that affect UK interests world-wide; support Ministerial policy-making and decisions by providing objective, forward-looking, all-source assessments of foreign, security and defence issues, especially on international terrorism and organised crime, and particularly during international crises. (L)
	To provide effective support for the Prime Minister, the Cabinet Secretary and relevant Committees, in relation to the central co-ordination of issues of collective interest to the intelligence and security Agencies, including requirements and priorities, performance assessment and relations with the Intelligence and Security Committee (ISC) and management of the Single Intelligence Account. (L)
	To provide effective support for the Prime Minister, the Cabinet Secretary and relevant Committees, in relation to the central co-ordination of issues of collective interest to the intelligence and security Agencies, including requirements and priorities, performance assessment and relations with the Intelligence and Security Committee (ISC) and management of the Single Intelligence Account. (L)
	To maintain the relevance and improve the effectiveness of policy on protecting information, assets and processes critical to national security and national economic well being and to meet UK’s responsibilities for fulfilling international security agreements. To provide secretariats for the Security Commission and the Security Vetting Appeals Panel. (H)

DRAFT – NOW SUBJECT TO AMENDMENT DUE TO MACHINERY OF GOVERNMENT CHANGES

Civil Contingencies Secretariat	Functions
	To improve the UK’s resilience to disruptive challenge at every level through anticipation, preparation, prevention and resolution. (L)
European Secretariat	Functions
	To support the Prime Minister with the provision of policy advice on EU affairs and to promote bilateral links with other member states and accession countries on EU issues. (L)
	To co-ordinate EU policy across Whitehall so as to ensure that for any EU issue there is an agreed UK Government policy that is timely, identifies and promotes UK interests, is realistic and followed through effectively. (L)
Ceremonial Secretariat	Functions
	To operate the Prime Minister’s Honours Lists ensuring they reflect his priorities (L)
	To provide a high quality nominations service to the public (L)
	To promote recognition of acts of gallantry in the UK (L)

DRAFT – NOW SUBJECT TO AMENDMENT DUE TO MACHINERY OF GOVERNMENT CHANGES

Performance and Innovation Unit/ Forward Strategy Unit	Functions
	To deliver a number of projects, including Ethnic Minorities and the Labour Force, Workforce Development, the Voluntary Sector and Sport. (M)
	To undertake short cross-cutting strategic analysis for the Prime Minister and other Ministers (L)
	To take a proactive role in the effective handover and early implementation of PIU projects through the establishment of small follow up teams (L)
	To continue to develop innovative approaches to policy making (L)

DRAFT – NOW SUBJECT TO AMENDMENT DUE TO MACHINERY OF GOVERNMENT CHANGES

<p>Civil Service Corporate Management and Reform Change Management Division</p>	<p>Functions</p>
	<p>Produce quarterly reports on progress of reform policies and publishing an annual report on the progress of the civil service reform which promotes achievements and complements the wider communication work (n/a)</p>
	<p>Improve change management, working with change agents in departments and agencies and in partnership with CMPS. (n/a)</p>
	<p>Carry out a robust evaluation of the impact of the Civil Service reform and develop a framework for continuous evaluation within departments.(M)</p>
	<p>Support the Civil Service Management Boards, ensuring they have the information they require for discussion, debate and decision making. (n/a)</p>
	<p>Support departmental management boards by sharing good practice from the private and public sector; visit Permanent Secretaries and top teams to consider tailored support from the centre. (L)</p>
	<p>Develop and advise on the roles and skills needed in departmental boards and from non-executive directors. (L)</p>
	<p>Manage a network of non-executive directors which allows them to exchange and learn new ideas. (n/a)</p>
	<p>Promote better business planning across government departments by supporting the PSA - Plus strategy group. Lead a group to communicate PSAs and delivery to set up and manage a network of business planning practitioners (n/a)</p>
	<p>Ensure the key messages on changes to the deal e.g. non-pay rewards are communicated to a wide audience of civil servants; raise the profile of the deal across the civil service through "Make it Different" events for civil servants at all levels (M)</p>
	<p>Gain a clear picture of the attitudes, motivation and perceptions of the Civil Servants through a Civil Service wide survey. (M)</p>
	<p>Facilitate improved service delivery by agencies through ensuring that they complete their quinquennial reviews or alternative review mechanism. (n/a)</p>

DRAFT – NOW SUBJECT TO AMENDMENT DUE TO MACHINERY OF GOVERNMENT CHANGES

<p>Civil Service Corporate Management and Reform Change Management Division</p>	<p>Functions</p>
	<p>Facilitate improve dialogue between agencies and the centre through the organisation of two Agency Chief Executive's Conferences a year. (n/a)</p>
	<p>Maintain an effective network for Personnel Directors which includes running seminars and conferences to keep them up to date with the latest central policy thinking. (n/a)</p>
	<p>Performance & Reward Division</p>
	<p>Review and evaluate first year's operation of the Senior Civil Service (SCS) pay system by statistical analysis, staff attitude surveys and independent academic study. (M)</p>
	<p>Design and implement SCS incentive scheme for major delivery posts. (M)</p>
	<p>Use the SCS, Ministerial, MPs, Special Advisers pay system and [regularly review and implement changes to the systems required] (M)</p>
	<p>Support departments in conducting equal pay reviews (H)</p>
	<p>Deliver and operate pay information sharing system (n/a)</p>
	<p>Equality proof of performance appraisal systems. Provide pay policy advice and guidance to departments (H)</p>
<p>Civil Service Pensions Division</p>	<p>Equality proof pay systems (H)</p>
	<p>Introduce a new defined benefit pension scheme and a defined contribution scheme for the civil service departments and manage them. (L)</p>
	<p>Provide existing staff with a choice between the PCSPS and the new defined benefit scheme and new entrants with a choice between the defined benefit and defined contribution scheme. (L)</p>
	<p>As managers of the schemes lead the programme to modernise and improve the administration of civil service pensions through the introduction of Authorised Pensions Administration Centres (APACs) providing one stop shop service to all scheme members. (L)</p>

DRAFT – NOW SUBJECT TO AMENDMENT DUE TO MACHINERY OF GOVERNMENT CHANGES

<p>Civil Service Corporate Management and Reform Civil Service Pensions Division</p>	<p>Functions</p>
	<p>All members' records to be handled by an APAC three months before the beginning of the option period for members to transfer to the new defined benefit pension scheme. (L)</p>
	<p>Implement the conclusions of the review of ill health retirement so that by 2005 departments achieve levels of ill health retirement consistent with or better than, a best quartile target of 3.72 retirement per 1,000 employees. (L)</p>
	<p>Central management and development of civil service pensions in the context of the total remuneration package, that meets management and employment needs; providing the framework and tools for use by employers and by scheme administrators and publishing (L)</p>
	<p>Pay 550,000 civil service pensions, through pensions payroll contract, to the right person, the right amount and on time (L)</p>
	<p>Operate an effective complaints system for civil service pensions meeting statutory requirements and reflecting best practice (L)</p>
<p>Job Evaluation Structures & Secretariat</p>	<p>Job Evaluation for Senior Posts (JESP), Job Evaluation Grading Structure (JEGS), Special Advisers Job Evaluation (SAJE), and providing departments guidance and advice on the methodologies (L)</p>
	<p>JESP panel membership across civil service departments (M)</p>
	<p>Interviewing members of the SCS including Permanent Secretaries and Special Advisers and writing role descriptions (H)</p>
	<p>Training JESP practitioners in other government departments; monitoring external JEGS training providers (L)</p>
	<p>Analyse JESP score data for the Senior Salaries Review Board (SSRB) (L)</p>
	<p>Facilitating felt fair panels (H)</p>
<p>Data Protection</p>	<p>Provide Civil Service departments advice on personnel record keeping on aspects of the Data Protection Act and ensuring that the Data Protection on personnel record keeping guidance is up to date (L)</p>

DRAFT – NOW SUBJECT TO AMENDMENT DUE TO MACHINERY OF GOVERNMENT CHANGES

<p>Civil Service Corporate Management and Reform Senior Civil Service Contracts</p> <p>Industrial Relations</p> <p>Secretariat to Civil Service Corporate Management and Reform</p>	<p>Functions</p>
	<p>Update the SCS contracts to fit the purpose and to provide expertise that satisfies departmental stakeholders (L)</p>
	<p>Promote across the Civil Service the benefits of partnership working encourage and develop partnership working in the Cabinet Office in its corporate role and spread good practice among colleagues in other departments. (L)</p>
	<p>Co-ordinate business planning information across CSCMR (n/a)</p>
	<p>Review budgetary and business delivery position quarterly (n/a)</p>
	<p>Provide support to the BLOs within CSCMR by advising and guiding them on budgetary matters. (L)</p>
	<p>Promote networking and finding better ways of working within CSCMR to suit the needs of staff and the meeting of the business requirements. Some actions include holding quarterly networking meetings "Connections", producing the quarterly Connections news (L)</p>
	<p>Updating the JESS intranet and internet site on a regular basis (n/a)</p>
	<p>Collating ad-hoc briefing for CSCMR in relation to PQs and business planning information (n/a)</p>
	<p>With the learning and development co-ordinators discuss and take forward action plans to improve the short falls within the liP report (n/a)</p>

DRAFT – NOW SUBJECT TO AMENDMENT DUE TO MACHINERY OF GOVERNMENT CHANGES

<p>Civil Service Corporate Management and Reform Employment Conditions & Statistics Division</p> <p>Fast Stream, European & Recruitment Division</p>	<p>Functions</p>
	<p>Provide statistical analysis and advice on the Senior Civil Service (H)</p>
	<p>Provide statistical advice and support for service wide attitude survey (H)</p>
	<p>Support departments in re-surveying their staff for ethnicity using new categories and provide ongoing advice, and provide statistical analysis and support on diversity in the Civil Service (H)</p>
	<p>All appellants to the Civil Service Appeal Board to be treated equally (M)</p>
	<p>Improve level of under-represented groups on Civil Service Appeal Board members (H)</p>
	<p>Publish headline and diversity statistics based on April data by end of October and on October data by end of February each year and other detailed analysis through appropriate publications as agreed in communications strategy. (H)</p>
	<p>Implement a flexible approach to retirement for the SCS by delivering guidance materials and seminar(s) for personnel directors to support departments as they develop their retirement/retention strategies. (L)</p>
	<p>Monitor progress through analysis of statistics on take up of phased retirement options and reasons for leaving the civil service (n/a)</p>
	<p>Deliver a programme of outreach activity aimed at underrepresented groups (H)</p>
<p>Attract suitable applicants from all qualified groups for the fast stream competition (H)</p>	

DRAFT – NOW SUBJECT TO AMENDMENT DUE TO MACHINERY OF GOVERNMENT CHANGES

<p>Civil Service Corporate Management and Reform</p>	<p>Functions</p>
<p>Fast Stream, European & Recruitment Division</p>	<p>Implement the recommendations of the Fast Stream review in accordance with the review timetable (L)</p>
	<p>Recruit and place with departments Fast Streamers as requested. (H)</p>
	<p>Establish support for the 2004+ Fast Stream recruitment competitions (n/a)</p>
	<p>Recruit , develop and organise the European Fast Stream (L)</p>
	<p>Co-ordinate International Interchange (L)</p>
	<p>Co-ordinate and produce of the Cabinet Office Minecor position and organisation of policy on EU public administration (n/a)</p>
<p>Succession Planning & Diversity Division</p>	<p>Continue improvement in the quality and fitness of those appointed to senior civil service posts, and in staff perceptions of the quality of top leadership in their departments: measure to include improvement in the leadership competencies reported in 360 (M)</p>
<p>Diversity Division</p>	<p>Continue progress in the diversity of the civil service and in staff perceptions that the civil service welcomes and values diversity; measures to include continuing progress towards the diversity targets for the Senior Civil Service; achievement for the targets for 2004/05 (H)</p>
	<p>To develop an electronic market place to provide up-to-date information on both job opportunities and other aspects of career development, thereby facilitating the movement of civil servants across the Civil Service, and streamlining the processes involved in advertising across departments/ agencies and to the general public.(L)</p>
<p>Mobility and Brokerage</p>	<p>To operate effective brokerage arrangements for departments and individuals (L)</p>

DRAFT – NOW SUBJECT TO AMENDMENT DUE TO MACHINERY OF GOVERNMENT CHANGES

Civil Service Corporate Management and Reform Learning Strategy Division	Functions
	Positive action to enhance the confidence and competence of aspirant Senior Civil Service members from ethnic minorities (H)
	General issues around lifelong learning and employability (M)
	Joint learning across boundaries (M)
Centre for Management & Policies Studies External Functions & Policies	Functions
	To organise focused events for ministers & key civil servants. (M/H)
	To create a fast response team to undertake joint change programmes with central units. (M)
	To promote e-learning in Government. (M/L)
	To create new ways to share knowledge & evidence to support policy makers. (n/a)
	Implement the performance & innovation unit ‘Adding it up’ report. (n/a)
	Improve process of making & testing policy through Treasury funded demonstration project. (n/a)
	To catalyse, install & embed ‘what works’ in policy making & service delivery. (n/a)
	Deliver high impact innovative training and performance improvement programmes. (M/L)

DRAFT – NOW SUBJECT TO AMENDMENT DUE TO MACHINERY OF GOVERNMENT CHANGES

<p>Civil Service Corporate Management and Reform Internal Functions & Policies</p>	<p>Functions</p>
	<p>To develop & implement contact management systems in CMPS. (L)</p>
	<p>To integrate CMPS planning & other systems with contractors at the Sunningdale site. (L)</p>
	<p>To develop information systems to support the changing requirements of a CMPS business plan.(L)</p>
	<p>Development & integration of a unified travel & subsistence system as agreed by Cabinet Office. (L)</p>
	<p>Linkage of CMPS databases with contractors & ensure continuity of It operations through building work. (L)</p>
	<p>Move CMPS library to new resource centre. (L)</p>
	<p>Quality assurance of CMPS website (L)</p>
	<p>Develop and implement staff communication plan (M/L)</p>
	<p>Implement stakeholder communication plan (M/L)</p>
<p>Implement corporate marketing strategy (L)</p>	

DRAFT – NOW SUBJECT TO AMENDMENT DUE TO MACHINERY OF GOVERNMENT CHANGES

Office of Public Services Reform	Functions
	To ensure the effective communication of the agenda and principles of reform to Whitehall, employees, customers and the public (M)
	To design and implement an improvement programme for and with the Civil Service, increasing the competence and capacity to deliver the Government's radical programme of reform (L)
	To improve the capacity and competence of the Civil Service to successfully manage and deliver projects and programmes (L)
	To promote devolved delivery in line with the reform principles, making recommendations for of devolution within a national framework across public services, and taking forward implementation as necessary (L)
	To bring a greater customer focus to key public services, by producing comparative data on customer satisfaction in key public services (M)
Government Information & Communications Service (GICS)	Functions
	Recruit to and promote staff within the GICS (H)
	Provide career guidance and appropriate development opportunities to GICS members (H)
	Act to maintain the highest standards of performance and propriety within the GICS (L)

DRAFT – NOW SUBJECT TO AMENDMENT DUE TO MACHINERY OF GOVERNMENT CHANGES

Permanent Secretary's Private Office	Functions
	To ensure the Permanent Secretary is aware of key issues as they arise and given appropriate assistant in responding (L)
	To provide an efficient record retrieval system for the Permanent secretary (L)
	To manage the Permanent Secretary's diary in an effective manner (L)
	To provide accurate notes of meetings (L)
Corporate Services Group Financial Management Division Histories and Records Division	Functions
	Financial Management Division will provide a professional finance and procurement function that supports the department's objectives and secures value for money. (L)
	To ensure that the Cabinet Office operates an effective and efficient records management system (paper and electronic), through setting the policy, providing guidance, and offering advice and training to departmental staff. (L)
	To ensure that departments and agencies properly manage high profile and important records including security and intelligence records, royal records, honours material and private office papers, through guidance developed for and issued by, or on the behalf of, the Cabinet Secretary. (L)

DRAFT – NOW SUBJECT TO AMENDMENT DUE TO MACHINERY OF GOVERNMENT CHANGES

<p>Corporate Services Group Histories and Records Division</p> <p>Internal Audit Unit Business Development Division</p>	<p>Functions</p>
	<p>To deliver the departmental (and as appropriate, the civil service-wide) Open Government Agenda and ensure that Cabinet Office employees clearly understand and meet the obligations under the Data Protection Act 1998, the Code of Practice on Access to Government Information and the Freedom of Information Act 2000. (L)</p>
	<p>To deliver, by means of the government’s official history programme, comprehensive, authoritative and definitive accounts of major national events based on all available relevant public records within the closed year period, for customers including academics, historians, students, the general public and the media. (L)</p>
	<p>To introduce a central records centre providing storage and retrieval of active and semi-active files and hereby minimise the use of costly office space in the Cabinet Office buildings for storing files; and to deliver cost effective and efficient off-site storage of inactive records. (L)</p>
	<p>To provide an internal audit service. (L)</p>
	<p>To support the Cabinet Office management board. (n/a)</p>
	<p>Manage the delivery of web-enabled solutions to support corporate business requirements. (M)</p>
	<p>The Programme Office will manage major projects coherently within Cabinet Office strategic objectives and ensuring value for money. (n/a)</p>
	<p>Make sure that Cabinet office employees understand and are able to contribute to the change programme. (H)</p>
	<p>Ensure that CO meets spending review obligations and that the strategy is developed and kept up to date. (H)</p>

DRAFT – NOW SUBJECT TO AMENDMENT DUE TO MACHINERY OF GOVERNMENT CHANGES

<p>Corporate Services Group Human Resources</p>	<p>Functions</p>
	<p>Promoting continuous improvement through rewards and monitoring performance via pay, bonuses, performance monitoring. (H)</p>
	<p>Recruitment and selection processes - a ready supply of people with the right competencies, through a review of recruitment practices (H)</p>
	<p>Provide a comprehensive development training programme (H) and develop e-learning strategy(M)</p>
	<p>Focusing on the customer through Agreed Service Level Agreements (L) Identifying skills and knowledge needed within HR and providing relevant training(M) Develop communication strategy for HR (M) Improve presentation of information to customers (M)</p>
	<p>Closer Working with Business Units: Streamline processes –one stop shop (L) Develop systems to streamline HR planning for Units (M) Ensure welfare services provide support required. (M) Provide tailored services to Senior Civil Service (M)</p>
	<p>Rolling programme of policy review and measuring impact of change and satisfaction with revised policies (M/L)</p>
	<p>Equality of Opportunity:- Develop Action Plan for Department following on from Diversity training (H) Measure impact of Diversity training across the Department (H) Support Units in developing their own Diversity Action Plans (H) Review childcare policies (M) Review work/life balance policies (M)</p>

DRAFT – NOW SUBJECT TO AMENDMENT DUE TO MACHINERY OF GOVERNMENT CHANGES

<p>Corporate Services Group HMSO</p>	<p>Functions</p>	
	<p>As a key component of the Knowledge Economy, to lead in delivering wider access and re-use of official information by extending coverage of the enhanced Click-Use Licence and site providing a comprehensive and streamlined service to the public for licensing UK government information. To play our full role in EU public sector information policy. (M)</p>	
	<p>Regulate the exercise of delegated authority for the licensing of government content under Crown copyright ensuring that government policy on improving dissemination and pricing is met. (L)</p>	
	<p>Deliver efficient and cost-effective services for the devolved institutions MEPs and public libraries ensuring UK-wide access to official information. (L)</p>	
	<p>Provide all citizens and organisations with Web access to official information via the HMSO site delivering services and solutions tailored for their needs. (M/H)</p>	
	<p>Deliver cost-effective performance monitoring and tracking of the Queen's Printer contracts let for the provision of publishing and printing services to government. (L)</p>	
	<p>Provide guidance and advice on information policy and practice including licensing, access and publishing to our customers inside and outside Government. (M)</p>	
	<p>Infrastructure</p>	<p>To provide quality office accommodation and support services to best meet the business needs of the Department. (L)</p>
		<p>To provide a reliable and up to date IT and telecommunications infrastructure. (L)</p>
		<p>To ensure that Ministers and senior officials are well briefed on Sustainable Development issues and to provide secretariat support to the Department's environmental forum. (L)</p>
<p>To ensure that the Department has effective and comprehensive business recovery plans and emergency planning arrangements. (L)</p>		

DRAFT – NOW SUBJECT TO AMENDMENT DUE TO MACHINERY OF GOVERNMENT CHANGES

Communication Group	Functions
	To achieve positive and factually accurate free media coverage, to time, budget and within propriety guidelines, supporting delivery of Cabinet Office policy and activity (M)
	Improve quality and make best use of electronic communication media, to time, budget and within propriety guidelines, to support effective delivery of Cabinet Office policy and activity. (M)
Communication Group	Functions
	Support the policy and delivery of Cabinet Office objectives by being a centre of expert, timely and appropriate advice on marketing communications and by being the guardian and promoter of the Cabinet Office brand. (M)
	Improve and maintain effective internal communication which operates horizontally and vertically, to time and budget, in support of Cabinet Office priorities and activity. (M)
Government Whips (Lords)	Functions
	To support the Government Chief Whip and Leader of the House in the delivery of the Government’s legislative programme (L)

DRAFT – NOW SUBJECT TO AMENDMENT DUE TO MACHINERY OF GOVERNMENT CHANGES

Government Whips (Commons)	Functions
	To provide the support to the Government Chief Whip to enable her to discharge her Ministerial responsibilities primarily as a Business Manager. (L)
	Advise and guide other Ministers and Departments on the progress of the Government’s Legislative Programme and parliamentary procedures. (L)
	To Provide a support service to the Government Whips in the House of Commons. Issue of Government Whip. (L)
	Provide a support service to the Opposition Whips in the House of Commons. Issue of the Opposition Whip. (L)
Parliamentary Counsel Office	Functions
	To draft government primary legislation and to help manage it through parliament. (L)
Government Car & Dispatch Agency	Functions
	Provision of secure car and driver services (L)
	Provision of secure mail delivery/collection service (L)
	Provision of workshop services (L)
	Provision of messengerial etc services to Cabinet Office (L)
	Environmental policy (L)

Non-Departmental Public Bodies and Independent Offices

Honours Scrutiny Committee	Functions
	Scrutinise for probity all recommendations for political honours (L)
	Scrutinise for political donations all recommendations for senior honours (L)