

THE COMPACT: HOW WE WILL WORK TOGETHER

The checks and balances of Cabinet Government create challenges for departments working together.

Ministers will not always agree. Political imperatives change. Ministers need to test ideas in confidence with their officials. Different departments inevitably have different perspectives.

But the centre of government and departments can improve the way in which we work together.

We will all:

- keep the public and taxpayer at the centre of our work;
- encourage joined up partnership in Government working;
- be as clear as possible in explaining our perspectives and decisions;
- work to understand each others' different views and priorities;
- respect each other's capabilities and right to manage;
- share information, analysis, solutions, strategies, intentions and best practice as much and as early as possible;
- identify problems early and seek solutions quickly;
- base our advice on evidence and sound analysis; and
- leave responsibility and credit where they belong.

We will all avoid:

- forgetting our role and focus;
- working in silos;
- working from different sets of information;
- focusing on minor details and not on what matters;
- creating unnecessary work;
- setting unreasonable deadlines;
- rudeness; and
- blame culture.

The Compact overleaf contains a set of principles to determine how all departments should work together.

Following their Capability Reviews, both Cabinet Office (including Number 10) and HM Treasury Group, the core bodies at the centre of Government, have explored how they can work better with other Government departments.

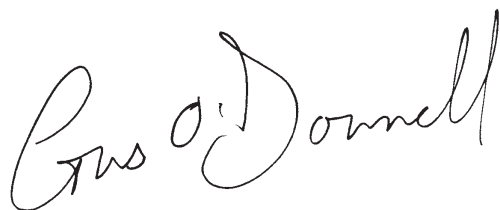
The Compact is not a one-way agreement. As much as it concerns how Cabinet Office and HM Treasury Group should behave towards other departments, it also concerns how other departments should reciprocate.

Clearly, nothing is achieved simply by agreeing principles. We now all have to strive to live by them. This will involve effort at every level, from ensuring that our day-to-day dealings with each other are respectful and appreciative, to restructuring processes all over Government to help us work better together.

Cabinet Office and HM Treasury Group will regularly survey their stakeholders to assess whether we are 'living' the Compact and will share the results of these surveys.

If you see a breach of this Compact, please raise the issue with the individual(s), their line manager or their Permanent Secretary so that between us we can improve the way Government works.

Best wishes,



Gus O'Donnell
Cabinet Secretary and Permanent
Secretary for the Cabinet Office



Nick Macpherson
Permanent Secretary to the Treasury



CabinetOffice



HM TREASURY