

COMPREHENSIVE SPENDING REVIEW

AIMS AND OBJECTIVES

This booklet brings together the departmental aims and objectives that have been revised as part of the Comprehensive Spending Review. The aims and objectives agreed in three cross departmental reviews are also included.

**H M Treasury
14 July 1998**

Preface

**By the Rt Honourable Alistair Darling MP
Chief Secretary to the Treasury**

One of the outputs of the Government's Comprehensive Spending Review has been a revised set of departmental aims and objectives.

This is the first time that departmental aims and objectives have been looked at in the round and it forms a coherent and comprehensive guide to the public. The objectives provide a clear and consistent statement of what the Government is seeking to achieve in its spending policies.

In each case the objectives cover all the main responsibilities of the department so as to provide the basis for the policy directions set out in the Comprehensive Spending Review and as an important component in the development of Resource Accounting and Budgeting.

Clear objectives have better enabled the Government to make informed decisions about the allocation of resources. Subsequently, this has facilitated the setting of clear and quantifiable targets. These appear in the Comprehensive Spending Review White Paper and show what each department aims to deliver over the lifetime of the Parliament, and against which performance will be measured.

**The Rt Hon Alistair Darling MP
July 1998**

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DEPARTMENT FOR EDUCATION AND EMPLOYMENT

Aim

To give everyone the chance, through education, training and work, to realise their full potential and build an inclusive and fair society and a competitive economy.

Objectives

DfEE is working with others, in Government and beyond, towards two overarching goals:

an inclusive society, where everyone has an equal chance to achieve their full potential; and

a globally competitive economy, with successful firms and a fair and efficient labour market.

We make our distinctive contribution by concentrating on three central objectives:

Ensuring that all young people reach 16 with the skills, attitudes and personal qualities that will give them a secure foundation for lifelong learning, work and citizenship in a rapidly changing world

(in particular by substantially improving literacy and numeracy skills in primary schools, and pupil achievement in secondary schools, and support for the family through early education and the ready availability of appropriate, high quality childcare).

Developing in everyone a commitment to lifelong learning, so as to enhance their lives, improve their employability in a changing labour market and create the skills that our economy and employers need

(in particular by making learning attractive and accessible, improving the relevance and quality of provision, and persuading employers to invest in those they employ).

Helping people without a job into work

(in particular by helping young people, the long-term unemployed and others at a disadvantage in the labour market, including single parents, to move into sustainable jobs, within a fair and diverse employment market).

In pursuing these objectives, the department will seek to:

encourage people to make the link between their rights and responsibilities;

work in partnership across Government, with organisations outside Government and with the public, to design and implement effective policies;

learn from and work with other countries, particularly our partners in Europe;

exploit the potential of technology; and

be outward-looking, innovative and willing to learn, enabling all our staff to develop to their full potential, working efficiently and getting the most from our resources.

OFFICE FOR STANDARDS IN EDUCATION

Aim

To help improve the quality and standards of education through independent inspection and advice.

Objectives

To deliver high quality inspection of schools, funded nursery education and Local Education Authorities (LEAs) providing independent assessment to help them raise educational standards.

To provide high quality advice, based on inspection evidence, to the Secretary of State for Education and Employment to assist in the formulation and evaluation of Government policies.

In pursuing these objectives OFSTED will:

seek to carry them out efficiently, effectively and economically within the resources provided;

work with partners in education to raise standards; seek to improve communications both internally and externally; and,

strive to achieve the Investors in People standard.

DEPARTMENT OF HEALTH

Aim

The Department of Health's overall aim is to improve the health and well being of the people of England, through the resources available

by:

supporting activity at national level to protect, promote and improve the nation's health;

securing the provision of comprehensive, high quality health care for all those who need it, regardless of their ability to pay or where they live; and

securing responsive social care and child protection for those who lack the support they need.

Objectives

The key objectives in pursuing these aims are:

To reduce the incidence of avoidable illness, disease and injury in the population

by:

working across Government and with local agencies and groups on a range of measures designed to improve the health of the public;

providing accurate and accessible information on how to reduce the risk of illness, disease and injury;

encouraging people to live healthily; and

raising standards and setting targets to galvanise and encourage widespread improvements in public health, and in particular a narrowing of current inequalities in health status.

To treat people with illness, disease or injury quickly, effectively and on the basis of need alone

by:

providing family health services which are accessible to people wherever they live;

reducing the number of people waiting, and the time they have to wait, for treatment;

improving clinical effectiveness in the NHS; and

ensuring that the NHS prioritises treatments according to clinical need, not people's ability to pay, nor where they live, nor who is their General Practitioner (GP).

To enable people who are unable to perform essential activities of daily living, including those with chronic illness, disability or terminal illness, to live as full and normal lives as possible

through the NHS programme by:

providing care according to individual need regardless of organisational boundaries;

helping people to live independently, and supporting them wherever possible in their own homes; and

giving people who need it access to effective palliative care;

and through local authority social services, by:

securing appropriate and effective social care for those who lack the means or other support to get the help they need.

To maximise the social development of children within stable family settings

by enabling local authorities, with resources and guidance, to:

secure appropriate and effective social care to prevent significant neglect or abuse and to support families; and

assume where necessary sufficient parental responsibility in relation to individual children.

The Department of Health is committed to making progress in a way which:

is **fair**, excluding no part of the community, and directing action and resources to areas of greatest need;

is **responsive** to the views and preferences of patients, clients and their carers;

improves the **quality** of care by investing in the education and training of staff, and makes best use of their skills;

modernises the services, in partnership with the private sector, by ensuring that patients and clients have access to suitable facilities and can benefit from new technologies;

strengthens the **scientific and research base** of services through partnership with industry and universities; and

reduces waste and maximises **efficiency**, including by making full use of capital assets and working across institutional boundaries.

DEPARTMENT OF THE ENVIRONMENT, TRANSPORT AND THE REGIONS

Aim

To improve the quality of life by promoting sustainable development at home and abroad, fostering economic prosperity and supporting local democracy.

Objectives

To protect and improve the environment and to integrate the environment with other policies across Government and in international fora.

To offer everyone the opportunity of a decent home and so promote social cohesion, well-being and self-dependence.

To promote efficient and integrated transport services across different modes and reduce road traffic growth, in order better to meet the mobility needs of the travelling public and industry.

To deliver regulatory and other transport services to the public and industry, and to collect taxes efficiently and fairly.

To enhance opportunity in rural areas, improve enjoyment of the countryside and conserve and manage wildlife resources.

To create a fair and efficient land use planning system that respects regional differences and promotes development which is of high quality and sustainable.

To promote a system of elected government in England which responds to the needs of local communities.

To enhance economic development and social cohesion throughout England through effective regional action and integrated local regeneration programmes.

To secure an efficient market in the construction industry, with innovative and successful UK firms that meet the needs of clients and society and are competitive at home and abroad.

To improve health and safety by reducing risks from work activity, travel and the environment.

In delivering these objectives, the Department will:

work in partnership with others in the public and private sectors;

be open and accountable;

be a strong voice in pursuing UK interests in Europe and elsewhere;

deliver high-quality services to the public;

use available resources in the manner which is most efficient and secures best value for money, taking account of the costs and benefits;

decentralise decision-making wherever possible; and

create opportunities for all its staff and ensure they are equipped with the skills they need.

OFFICE OF PASSENGER RAIL FRANCHISING

Aim

To manage and develop the passenger railway in a cost-effective manner for the benefit of passengers and the wider community.

Objectives

To increase the number of passengers travelling by rail.

To manage existing franchise agreements in a manner which promotes the interests of passengers.

To secure a progressive improvement in the quality of railway passenger and station services available to railway passengers.

OFFICE OF THE RAIL REGULATOR

Aim

To create a better railway for passengers and freight customers, and better value for public funding authorities, through effective regulation in the public interest.

ORR is currently examining its objectives in the context of the move towards Resource Accounting and Budgeting.

ORDNANCE SURVEY

Aim

Ordnance Survey aims to satisfy the national requirement and customer need for accurate and readily available topographical and related data of the whole of Britain in the most effective and efficient way.

HOME OFFICE

Aim

To build a safe, just and tolerant society in which the rights and responsibilities of individuals, families and communities are properly balanced and the protection and security of the public are maintained.

Objectives

Reduction in crime, particularly youth crime, and in the fear of crime; and the maintenance of public safety and good order.

Delivery of justice through effective and efficient investigation, prosecution, trial and sentencing, and through support for victims.

Prevention of terrorism, reduction in other organised and international crime and protection against threats to national security.

Effective execution of the sentences of the courts so as to reduce re-offending and protect the public.

Helping to build, under a modernised constitution, a fair and prosperous society, in which everyone has a stake, and in which the rights and responsibilities of individuals, families and communities are properly balanced.

Regulation of entry to and settlement in the UK in the interests of social stability and economic growth and facilitation of travel by UK citizens.

Reduction in the incidence of fire and related death, injury and damage, and ensuring the safety of the public through civil protection.

In meeting these objectives the Home Office will operate efficiently and effectively within available resources.

LORD CHANCELLOR'S DEPARTMENT

Aim

The aim of the Lord Chancellor's Department is justice.

Objectives

To ensure that civil and family law is simple, clear and responsive to the needs of society; and to contribute to the development of the criminal law.

To enable the Lord Chancellor to appoint or recommend for appointment sufficient number of judges, magistrates and other judicial postholders of the right quality and to safeguard their constitutional independence.

To facilitate the fair, speedy and effective resolution of disputes, ensuring that costs and procedures are proportionate to the issues at stake.

To enable criminal justice to be dispensed fairly, effectively and without undue delay, promoting confidence in the rule of law and contributing to the Government's aim of reducing crime and the fear of crime.

To support family relationships and enable disputes relating to their breakdown to be resolved with the least damage and stress to those concerned, and contribute to the Government's objective of helping to build strong families.

To ensure the availability of cost-effective, quality-assured legal services to those who need them, within the resources available, and develop a Community Legal Service, contributing to the Government's aim of combatting social exclusion.

In meeting these objectives the department will operate efficiently and effectively within available resources.

PUBLIC RECORDS OFFICE

Aim

To assist and promote the study of the past through the public records in order to inform the present and the future.

Objectives

Selecting the public records to provide an information resource for our generation and for future generations.

Preserving the public records.

Providing access to the public records to promote their value and use as a national information and educational resource.

Advising government on public record issues and related policy matters.

In achieving these the Public Records Office will:

promote the efficiency and cost effectiveness of the United Kingdom public record system;

respond to the needs of government and the public in developing its services;

develop its role as an expert institution in advising government and the public;

work cooperatively nationally and internationally to develop record keeping and record management;

be a quality provider of educational materials and knowledge; and

enable its staff to develop to their full potential.

HM LAND REGISTRY

Aim

To maintain and develop stable and effective land information systems for England and Wales.

Objectives

To maintain and develop a stable and effective land registration system throughout England and Wales as the cornerstone for the creation and free movement of interests in land.

On behalf of the Crown to guarantee title to registered estates and interests in land for the whole of England and Wales.

To provide ready access to up to date and guaranteed land information, so enabling confident dealings in property and security of title.

To provide a Land Charges and Agricultural Credits service.

In achieving these objectives the Land Registry will:

achieve progressively improving performance targets set by the Lord Chancellor so that high quality services are delivered promptly and at lower cost to users;

develop plans to take forward the completion of the Land Register for England and Wales and the establishment of a National Land Information Service;

observe the key principles of the Citizen's Charter, as embodied in the Agency's Statement of Charter Standards;

explore the possibility of securing better value for money through private sector partnerships in the computer mapping and filed plan/deed scanning programmes;

facilitate the resolution of disputes and of claims under the State guarantee as economically and expeditiously as possible;

ensure that its staff have the knowledge, skills and motivation to achieve what is asked of them and derive satisfaction from their jobs; and that they work in an environment in which personal development is encouraged and they can give of their best;

develop and operate secure and resilient information technology systems and services; and

make best use of physical resources.

NORTHERN IRELAND COURT SERVICE

Aim

To facilitate the effective and efficient administration of justice in Northern Ireland.

Objectives

To provide timely and reliable processing of the business of the Courts.

To provide timely and reliable processing of the business of the Enforcement of Judgments office.

To provide timely and reliable systems of Legal Aid administration and expenditure control.

To support the Lord Chancellor by providing qualitative and timely advice and by delivering an agreed legislative programme.

CROWN PROSECUTION SERVICE

Aim

Working in cooperation with others, to reduce crime and the fear of crime and to dispense justice fairly and efficiently in order to promote confidence in the rule of law.

Objectives

To achieve this aim, working in co-operation with others, the CPS will prosecute cases fairly, effectively and efficiently to:

Ensure that charges proceeded with are appropriate to the evidence and nature of the offending and that those charged have their cases dealt with effectively at the earliest opportunity.

Present cases clearly and effectively to help the courts reach decisions which are both just and effective, avoiding unnecessary delays in the judicial process.

Meet the needs of victims and witnesses within the criminal justice system.

In achieving these, the Crown Prosecution Service will:

deliver a local service within a national framework of quality standards;

work in close partnership with other bodies within the criminal justice system, and where appropriate with local authorities, the private and voluntary sectors;

equip staff to meet criminal justice system business needs and to encourage them to develop their full potential;

make independent, professional, decisions of high quality and to respect the independence of the professional decisions of other agencies within the criminal justice system;

maximize efficiency and cost effectiveness of the system as a whole;

reflect the costs and benefits of their activities, including those which fall on other agencies; and

respect for the rights of those coming into contact with the system and to treat everyone fairly, regardless of ethnic origin, religious belief, gender, sexual orientation, disability or social background.

SERIOUS FRAUD OFFICE

Aim

To contribute to reducing fraud and the cost of fraud, the delivery of justice and the rule of law; and maintaining confidence in the UK's business and financial institutions.

Objectives

To take on appropriate cases and investigate them and bring them to a successful conclusion as quickly as individual circumstances allow.

When a decision to prosecute is made, to prosecute fairly and in a way that enables the jury to understand the issues.

In carrying out its aim and objectives, the Serious Fraud Office will:

work efficiently and effectively;

co-operate with other agencies and overseas jurisdictions; and

ensure that its activities and the way they are reported contribute to deterring fraud.

**TREASURY SOLICITOR'S DEPARTMENT (incorporating LEGAL SECRETARIAT
TO THE LAW OFFICERS)**

Aim

To provide comprehensive and competitive legal services to Government Departments and publicly funded bodies in England and Wales: and to support the Law Officers.

Objectives

To provide high quality and competitive litigation and legal advisory services which meet the needs of clients.

To undertake the administration of estates of those who die intestate, to collect and dispose of the property and rights of dissolved companies, and to make grants.

To provide Government Departments and other publicly funded bodies with a competitive service in relation to property law which gives best value for money and has a commitment to quality of service.

Legal Secretariat to the Law Officers

To provide high quality support and advice to the Law Officers.

In carrying out these objectives, the Secretariat will:

equip staff to meet business needs and to encourage them to develop their full potential;

maximize efficiency and cost effectiveness;

recover full costs of chargeable services; and

meet the key performance targets set by the Attorney General.

MINISTRY OF DEFENCE

Objectives

The objectives of the Ministry of Defence are to provide the defence capabilities needed:

To ensure the security and defence of the United Kingdom and the Overseas Territories, including against terrorism.

To support the Government's foreign policy objectives, particularly in promoting international peace and security.

In support of these objectives the MOD will:

Department of State

produce a defence strategy, policy and programme matched to our security needs now and in the future;

help dispel hostility and build and maintain trust through defence diplomacy, and play an effective and leading part in support of NATO, the WEU and the UN;

provide clear and timely strategic direction on the participation of UK forces in conflict prevention, crisis management and operations;

allocate available resources in a way which maximises military capability and other Departmental outputs;

encourage the competitive strengths of British defence suppliers and, within the framework of the Government's arms sales policy, support British defence exports.

Military capability

bring together maritime, ground and air components into coherent joint forces under unified command fully capable of achieving the Government's strategic objectives;

deliver appropriately motivated, manned, trained and equipped force packages, at the required level of readiness, and with the necessary support, sustainability and deployability, to achieve the full range of agreed military tasks.

Equipment programme

- procure equipment which most cost-effectively meets agreed military requirements.

Success in achieving these objectives depends upon:

being a good, equal-opportunity employer offering a clear sense of purpose and able to attract recruits and retain well-trained personnel;

seeking value for money in every activity of the MOD and the Services; and

communicating effectively, internally and externally, why defence matters and the tasks of our forces and the civilian personnel who work with them.

FOREIGN AND COMMONWEALTH OFFICE

Aim

To promote internationally the interests of the United Kingdom and to contribute to a strong world community.

Objectives

To ensure the security of the United Kingdom; and to promote international peace and stability.

To improve, through international action, economic opportunities for a prosperous United Kingdom.

To improve quality of life worldwide; and develop a strong international community.

To increase the impact of and respect for British foreign policy and values.

To ensure the United Kingdom plays a strong role in a strong Europe, responsive to people's needs.

To ensure the protection of British citizens abroad.

To apply United Kingdom immigration policy overseas.

To ensure the security of United Kingdom overseas territories, promote their prosperity, and uphold sustainable development and good government.

In pursuing all these objectives the FCO will seek maximum value for money in using the human and financial resources available to it, by applying the principles of efficiency, economy and effectiveness.

DEPARTMENT FOR INTERNATIONAL DEVELOPMENT

Aim

The elimination of poverty in poorer countries.

Objectives

DfiD will pursue this through the promotion of sustainable development and in particular by:

- building development partnerships with poorer and transition countries;
- working more closely with the private and voluntary sectors, and the research community;
- working with and influencing multilateral development organisations;
- promoting consistent policies affecting poorer countries; and
- using our knowledge and resources effectively and efficiently.

Policies and actions which promote sustainable livelihoods.

In particular, the department will contribute to:

- sound policies and pro-poor economic growth;
- the development of efficient and well regulated markets;
- access of poor people to land, resources and markets;
- good governance and realisation of human rights;
- the prevention and resolution of conflicts; and
- the removal of gender discrimination.

Better education, health and opportunities for poor people.

In particular the department will contribute to:

- lower child and maternal mortality;
basic health care for all, including reproductive services;
- effective universal primary education;
literacy, access to information and life skills;
- safe drinking water and food security; and
emergency and humanitarian needs.

Protection and better management of the natural and physical environment.

In particular the department will contribute to:

- sustainable management of physical and natural resources;
- efficient use of productive capacity; and
protection of the global environment.

Accurate and timely payment of Colonial and Indian service pensions.

DfID will do this by:

- managing an effective and efficient pensions operation;
- setting and meeting specific performance targets for the calculation, award and payment of pensions; and
responding promptly to enquiries and complaints.

SECURITY AND INTELLIGENCE AGENCIES

Aim

The aim of the security and intelligence agencies (the Secret Intelligence Service, the Security Service and Government Communications Headquarters) is, in accordance with their statutory functions, to protect and promote the national security and economic well-being of the UK and act in support of the prevention and detection of serious crime.

Objectives

The objectives which support this aim, and to which each Agency contributes in accordance with its distinctive statutory functions and capabilities and in the interests of efficiency and effectiveness are:

To meet the current and anticipated requirements of Government departments, agencies and the armed forces for secret intelligence, in accordance with Government priorities.

Through the acquisition and exploitation of secret intelligence, to identify, counter or disrupt as appropriate substantial covert threats to national security and economic well-being, and threats arising from serious crime.

To further Government policy by means of other covert activity, as directed.

By the provision of advice and assistance, to reduce the vulnerability of persons, information and other assets to substantial security threats affecting UK national interests.

DEPARTMENT OF TRADE AND INDUSTRY

Aim

To increase UK competitiveness and scientific excellence, generating sustainable growth, good jobs, opportunities and enhanced quality of life for all, by working in partnership with business and the scientific community to foster strong markets, modern companies and an enterprising nation.

Objectives

Improve the openness, efficiency and effectiveness of markets at home, in Europe and across the world.

Ensure the Science and Engineering Base achieves standards of international excellence.

Ensure consumers are given a fair deal, by improving provision of information, advice, representation, protection and redress.

Improve and enforce the regulatory framework for commercial activity, while removing unnecessary burdens on business.

Ensure secure, diverse and sustainable supplies of energy to businesses and consumers at competitive prices.

Improve the framework of law and regulation for employees and employers in a skilled and flexible labour market founded on the principles of partnership.

Increase the capacity of business, especially SMEs (small and medium enterprises), to grow and to improve their productivity, through innovation, adoption of best practice, and investment.

Increase the capacity of businesses to exploit market opportunities abroad.

Increase competitiveness, economic growth, enterprise and opportunity in the regions.

Ensure that science, engineering and technology are used across Government and in industry to maximise sustainable growth and quality of life.

In pursuit of these objectives, the department will:

manage, train, develop and support its staff to improve their performance and increase their job satisfaction, and to achieve recognition as an Investor in People; and

operate efficiently and effectively within available resources.

It will also ensure the efficient management of liabilities for which it has responsibility.

OFFICE OF FAIR TRADING

Aim

To advance and safeguard the economic interests of UK consumers by the promotion of effective competition, the removal of malpractice and the publication of appropriate guidance.

Objectives

To make sure that competition works well in markets for goods and services so as to make business more efficient and benefit consumers.

To help maximise consumer welfare in the longer term, subject to protecting vulnerable consumers' interests by: empowering consumers through information and redress; protecting them by preventing abuse; and promoting competitive and responsive supply.

The department will operate in an efficient and effective manner in seeking to meet its objectives.

OFFICE OF TELECOMMUNICATIONS

Aim

To provide the best possible deal for telecommunications customers in terms of quality, choice and value for money, through effective competition.

Objectives

OFTEL has five key objectives aimed at promoting competition in the telecommunications industry, whilst also protecting consumers (particularly those who are vulnerable or disadvantaged) where competition has yet to develop:

Promoting fair, efficient and sustainable network competition.

Promoting fair, efficient and sustainable services competition.

Securing licence enforcement and fair trading.

Securing a fair distribution of the benefits of competition between different groups of customers.

Protecting consumers' interests, especially where effective competition is not yet fully developed.

OFTEL will operate in an efficient and effective manner in seeking to meet its objectives.

OFFICE OF ELECTRICITY REGULATION

Aim

To protect customers and promote competition in the electricity industry.

Objectives

To promote effective competition in electricity generation, and arrangements for trading electricity which are efficient and protect customers.

To promote competition in the electricity supply to final customers.

To ensure high standards of supply reliability.

To ensure high standards of service and protection for all customer groups, including effective complaint handling and support for the Consumer Committees.

To ensure an effective overall regulatory framework including arrangements to protect customers where they cannot adequately be protected by competition.

OFFER operates against a range of targets and standards to ensure effective delivery of its aims and objectives.

OFFICE OF GAS SUPPLY

Aim

To carry out the duties imposed on the Director General by the Gas Act. These duties are intended to ensure that the interests of gas consumers are safeguarded and promoted.

Objectives

To extend effective competition in the gas market.

To police strictly any anti-competitive behaviour in the market.

To regulate the natural monopoly sectors of the industry in accordance with the Director General's statutory duties.

OFGAS will operate in an efficient and effective manner in seeking to meet its objectives.

EXPORT CREDIT GUARANTEE DEPARTMENT

Aim

To help exporters of UK goods and services to win business and UK firms to invest overseas, by providing guarantees, insurance and re-insurance against loss.

Objectives

To help UK companies to win as much worthwhile export business as possible where there is benefit to the UK economy as a whole.

To seek to maintain the competitiveness of UK exports by ensuring as far as practicable a “level playing field” internationally in relation to Government supported Export Credit Agencies.

To recover the maximum amount of debt in respect of claims paid by ECGD in a manner consistent with the government’s policy on debt forgiveness.

ECGD will seek to meet these objectives in a cost efficient and operationally effective manner.

MINISTRY OF AGRICULTURE, FISHERIES AND FOOD

Aim

To ensure that consumers benefit from competitively priced food, produced to high standards of safety, environmental care and animal welfare and from a sustainable, efficient food chain; and to contribute to the well-being of rural and coastal communities.

Objectives

To protect public health in relation to food and to animal diseases transmissible to humans.

To sustain and enhance the rural and marine environments and public enjoyment of the amenities they provide and to promote forestry.

To secure a more economically rational CAP which gives a better deal to consumers and taxpayers and pays due regard to the needs of the environment.

To assist the development of efficient markets in which internationally competitive food, fish and agricultural industries can thrive.

To enhance economic opportunity and social development in rural and coastal communities in a manner consistent with public enjoyment of the amenities which they offer.

To administer payments under the Common Agricultural Policy fairly and in full accordance with EU requirements.

To conserve fish stocks for future generations and secure a sustainable future for the sea fishing industry.

To ensure that farmed animals and fish are protected by high welfare standards and do not suffer unnecessary pain or distress.

To reduce risks to people and the developed and natural environment from flooding and coastal erosion.

To safeguard the continuing availability to the consumer of adequate supplies of wholesome, varied and reasonably priced food and drink.

In delivering these objectives the department will:

exercise vigilance over the expenditure of taxpayers' money through a continuing pursuit of improvements in service delivery, value for money, efficiency and effectiveness;

ensure that policy is informed by high quality scientific research and development;

have regard to the principles of sustainable development;

seek in appropriate cases to recover the costs of providing its services from those who benefit;

be open and accountable, making information readily available to the public in an accessible form; and

recognise that staff are crucial to all its activities and take action to ensure that they are well managed, motivated and equipped with the skills they need.

THE INTERVENTION BOARD

Aim

To operate the CAP (Common Agricultural Policy) Guarantee Section within the UK as economically, efficiently and effectively as possible in accordance with the policies laid down by Agriculture Ministers.

Objectives

To operate all Agency schemes in accordance with regulations.

To account accurately and in good time to the European Commission, European Court of Auditors, UK Parliament and Exchequer for CAP expenditure.

To detect and deter fraud, irregularities and abuse and to operate a range of controls and checks compliant with Regulations.

To co-ordinate effectively the operations and funding in respect of UK paying agencies.

DEPARTMENT FOR CULTURE, MEDIA AND SPORT

Aim

To improve the quality of life for all through cultural and sporting activities, and to strengthen the creative industries.

The Department will:

- work to bring quality and excellence in the fields of culture, media and sport;
- make these available to the many, not just the few;
- raise standards of cultural education and training; and
- help to develop the jobs of the future in the creative industries.

Objectives

The Department, in partnership with others, works to:

Create an efficient and competitive market by removing obstacles to growth and unnecessary regulation so as to promote Britain's success in the fields of culture, media, sport and tourism at home and abroad.

Broaden access to a rich and varied cultural and sporting life.

Raise standards of cultural education and training.

Ensure that everyone has the opportunity to achieve excellence in the areas of culture, media and sport and to develop talent, innovation and good design.

Maintain public support for the National Lottery and ensure that the objective of the Lottery Fund supports DCMS and other national priorities.

Promote the role of the Department's sectors in urban and rural regeneration and in combatting social exclusion.

In carrying out these objectives the Department will seek maximum value for money in using its human and financial resources, through applying the principles of efficiency among and effectiveness in its sectors, and encouraging partnerships with others.

DEPARTMENT OF SOCIAL SECURITY

Aim

To modernise the social security system to offer support to those in need while encouraging people to meet their responsibilities. The modern social security system will actively encourage openness and honesty with clear and enforceable gateways, and be flexible, efficient and easy for people to use.

Objectives

Actively to help people into work and to provide them with financial support while they are unable to support themselves through work, ensuring that rights are matched with responsibilities.

To provide a contribution to the cost of raising children in a way which recognises that the primary responsibility rests with parents.

To provide disabled people with the support and financial security they need to lead a fulfilling life with dignity.

To promote financial security in retirement in ways which encourage non-state provision, establish clearly the responsibility of individuals, employers and the state, strike a fair and clear balance between generations, securing a more efficient and equitable distribution of public support for pension provision and take into account the manifesto aims that pensioners should have an adequate income in retirement, that they should share fairly in the increasing prosperity of the nation, and that public finances should be both sustainable and affordable.

THE SCOTTISH OFFICE

Aim

To create an environment in which the public and private sector work together to improve the economic, social and environmental conditions in which people in Scotland live and work.

Key supporting aims and objectives

To achieve sustained economic growth and improve competitiveness in Scotland's economy through education, training, employment and investment.

To secure the provision of, and widen access to, high quality education and lifelong learning opportunities, which meet the needs of individuals and employers.

To enhance economic opportunity and social development in all Scottish regions.

To equip individuals with vocational skills and knowledge required in the labour market.

To improve the health and quality of life of people in Scotland.

To reduce the incidence of avoidable illness, disease and injury.

To meet all reasonable demand for treatment of the appropriate quality.

To ensure that there is support and protection both for those members of society who need assistance in living ordinary lives and for children.

To maintain public order and safety

To provide an accessible, speedy and fair criminal justice system

To maintain a secure and humane prison service and reduce the risk of re-offending

To achieve a physical and social infrastructure and built environment which contributes to sustainable growth, improved health and social inclusion
To develop and implement policies which promote quality of service and value for money in the protective services and the wider criminal justice system

- To secure an integrated and sustainable transport network
- To improve the quality of housing in Scotland and extend choice
- To provide a sound financial framework for local government
- To protect Scotland's built heritage and present it to the public

To prepare for the creation of a Scottish Parliament

To provide the infrastructure needed in order to allow the Scottish Parliament to become operational by Autumn 1999

To help the people of Scotland to secure a life of quality and prosperity through sensitive stewardship and sustainable development of the natural resources of Scotland

- To enhance economic opportunity and sustainable development in rural communities
- To ensure that the Scottish agricultural industry becomes economically and environmentally sustainable
- To protect and enhance the natural heritage of Scotland
- To secure the provision of a clean and safe environment

The Scottish Office will pursue these objectives with maximum efficiency and effectiveness in the use of the limited resources available by targeting areas of social need and involving the private sector where appropriate. When the new Scottish Parliament is set up in Autumn 1999 it will become responsible for establishing aims and objectives for devolved services.

SCOTTISH COURTS ADMINISTRATION (including the Scottish Court Service Agency)

Aim

To help secure ready access to justice for the people of Scotland by providing the administrative, organisational and technical services required to support the judiciary in the Supreme and Sheriff Courts.

Objectives

To provide timely and reliable processing of the business of the courts.

To ensure that sufficient well qualified Judges and Sheriffs are available to meet the demands of the Supreme and Sheriff Courts.

To contribute to the development of Scottish law, civil procedure and the law of evidence.

To administer the system of personal bankruptcy timeously and cost-effectively.

To ensure proper functioning, conduct and constitution of certain tribunals and related bodies in Scotland.

In carrying out these objectives the Administration will:

work with other agencies as appropriate; and

make the most efficient use of resources.

CROWN OFFICE AND PROCURATOR FISCAL SERVICE

Aim

To play a pivotal role in the achievement of the purpose of the criminal justice system of maintaining the security and confidence of the community by providing just and effective means by which crimes may be investigated, and offenders brought to justice.

Objectives

To provide the sole public prosecuting authority in Scotland, which ensures that all crimes made known to the Procurator Fiscal are investigated and prosecuted as appropriate.

To investigate all sudden deaths made known to the Procurator Fiscal and, in appropriate cases, conduct public inquiries.

To investigate independently all complaints of criminal conduct by police officers.

To supervise charities and investigate alleged misconduct and mismanagement in the voluntary sector.

To administer property falling, as *bona vacantia* or treasure trove, to the Crown as *ultimus haeres*.

In meeting these objectives the Crown Office and PFS will:

act in the public interest;

make effective and consistent use of the range of prosecution options and alternatives to prosecution;

work in close partnership with other bodies within the criminal justice systems, and where appropriate with local authorities and other bodies; and

make efficient and cost effective use of resources.

The Scottish criminal justice system comprises many participants whose relationships with one another are finely balanced. No single participant can operate in isolation and the objectives of each need to be directed towards achieving their contribution to the common goal while preserving a necessary independence. The Crown Office and PFS are committed to the need for co-ordinated and harmonious objectives and targets for all of the agencies involved.

REGISTERS OF SCOTLAND

Aim

To maintain and develop effective land information systems for Scotland.

Objectives

To provide ready access to up to date and error free land information thereby ensuring that those dealing in property transactions can be confident they have security of title.

To complete the extension of the Land Register to the whole of Scotland.

In meeting these objectives the Registers of Scotland will:

complete the extension of the Land Register to the whole of Scotland by 2003 or an earlier date if resources permit;

keep registration and recording turnaround times to the minimum;

adhere to the principles of public service delivery as set out in Service First: the new Charter Programme;

meet fully the current needs of customers and anticipate and satisfy their future needs through developing innovative new products and services;

lead in promoting and developing the establishment of the Scottish Land Information Services (ScotLIS);

identify opportunities for efficiency and quality improvements through a programme of reviews set out in the Agency's annual corporate plan;

review regularly the fees and charges structure, within the framework of Government policy on minimising the cost of conveyancing to the Scottish public;

meet the financial objectives set by the Secretary of State and the Treasury, including the achievement of real return over the period 1 April 1996 to 31 March 1999 of 6% on net capital employed;

respond timeously and appropriately to policy initiatives which affect the Scottish property market;

provide advice to the Government and, when formally established, the Scottish Parliament on all operational matters relating to Land Registration in Scotland;

achieve progressively improving performance targets in partnership with the private sector wherever this is appropriate and results in value for money.

SCOTTISH RECORDS OFFICE

Aim

To select, preserve and make available the records of Scotland.

Objectives

To provide an effective archive service to Government, the law courts and the people of Scotland.

To secure the growth and maintenance of proper archive provision in Scotland.

In meeting these objectives the Scottish Records Office operate efficiently and effectively within available resources.

GENERAL REGISTER OFFICE FOR SCOTLAND

Aim

To contribute to the effective administration of Scotland by recording individual registration information and statistical aggregates for the population and by making them available in accordance with its statutory and other functions.

Objectives

To administer civil registration of vital events such as births and deaths and statutes relating to the formalities of marriage and the conduct of civil marriage.

To make arrangements for taking periodic censuses of Scotland's population.

To prepare and publish demographic and other statistics.

To make available public records about individuals to customers.

To maintain the National Health Service Central Register of patients.

In meeting these objectives the Office will operate efficiently and effectively within available resources.

FORESTRY COMMISSION

Aim

The sustainable management of our existing woods and forests, and a steady expansion of tree cover to increase the many, diverse benefits that forests provide to meet the needs of present and future generations.

Objectives

To protect Britain's forests and woodlands.

To expand Britain's forest area.

To enhance the economic value of our forest resources.

To conserve and improve the biodiversity, landscape and cultural heritage of our forests and woodlands.

To develop opportunities for woodland recreation.

To increase public understanding and community participation in forestry.

In pursuing these objectives the Commission aims to ensure that it deploys its resources as efficiently as possible, continually looking to see where improvements could be made. It makes use of a variety of mechanisms, such as grants, licences, regulation, advice, management of the public estate, research and standard setting. It plays its part in ensuring these objectives are met internationally, both by sharing its experiences and by active involvement in international fora.

WELSH OFFICE

Aim

To increase economic prosperity and the quality of life for all the people of Wales, to promote social inclusion and extend democratic accountability throughout Wales.

Key supporting aims and objectives

To secure greater involvement of the people of Wales in decisions taken by their democratically elected representatives.

To ensure that the Welsh Assembly, when established, enjoys the support of the people of Wales.

To secure efficient, effective and accountable local government.

To increase the rate of sustainable growth throughout Wales and improve the competitiveness of the Welsh economy.

To ensure that everyone in Wales has the vocational skills required in the modern labour market.

To enhance economic opportunity in all the regions of Wales.

To secure the regeneration of urban and rural Wales.

To help people without a job into work.

To ensure that there is an effective and sustainable farming industry in Wales which is compatible with careful stewardship of the Welsh countryside.

To provide a high quality education and training system.

To raise standards of educational achievement.

To increase the Welsh people's commitment to lifelong learning.

To ensure that all children get the best possible start in life and are protected from abuse and neglect.

To secure a better trained work-force.

To promote the health and well-being of everyone living in Wales.

To reduce the incidence of avoidable illness, disease and physical injury.

To treat people suffering from illness or injury effectively.

To ensure that there is adequate support for the socially disadvantaged and those in the community in need of continuing care.

To protect and improve the economic, social and physical environment of Wales.

To offer everyone the opportunity of acquiring a decent home.

To create a fair and efficient land-use planning system that meets local needs.

To develop an efficient and integrated transport system.

When shaping and implementing policies relating to the economic, social and physical environment the Welsh Office will have regard to policies which promote the principles of sustainable development.

To promote the international and European status of Wales.

To maintain and develop a sense of distinctive Welsh achievement through the promotion of the Welsh language, culture and heritage.

The Welsh Office will pursue these objectives with maximum efficiency and effectiveness in the use of the limited resources available by targeting areas of social need and involving the private sector where appropriate. When the National Assembly of Wales is formally established it will become responsible for those aims and objectives which relate to devolved services.

NORTHERN IRELAND OFFICE AND DEPARTMENTS

Aim

To achieve peace, stability and prosperity.

Key supporting aims and objectives

To ensure the continued stability and security of society.

To help uphold and sustain the rule of law, and prevent crime through appropriate policing and security policies.

To support and help develop an efficient, effective and responsive criminal justice system.

To maintain a secure and humane prison service and reduce the risk of re-offending.

To secure a lasting peace based on the agreement reached in Belfast on 10 April 1998, with full respect for the rights and identities of both traditions in Northern Ireland.

To play a full part in implementing the Belfast agreement including:
the passage of necessary legislation in Parliament;
the establishment of new institutions provided for in the agreement; and
support for the orderly transition to a devolved form of government in Northern Ireland.

To achieve sustained economic growth and improved competitiveness in Northern Ireland's economy through education, employment and investment.

To raise the standards of educational achievement across all levels of education.

To increase levels of investment and employment in Northern Ireland industry.

To enhance the quality of life for people in Northern Ireland.

To improve the health and well being of the people of Northern Ireland.

To help people without a job into work.

To improve the economic and social conditions of those people and areas of greatest need and to improve financial independence and financial security.

To secure more effective systems of transport provision, services and infrastructure.

To ensure that the public and property are adequately protected.

To conserve and improve the quality of the natural and built environment in trust for future generations.

The Northern Ireland Office and Departments will pursue these objectives with maximum efficiency and effectiveness in the use of the limited resources available by targeting areas of social need and involving the private sector where appropriate. When the Northern Ireland Assembly is formally established it will become responsible for establishing aims and objectives for devolved services.

H M TREASURY

Aim

To raise the rate of sustainable growth, and achieve rising prosperity, through creating economic and employment opportunities for all.

Objectives

To achieve long term stability by maintaining sound public finances and open, accountable and effective arrangements for delivering price stability.

Set levels of public expenditure which can be financed by a fair and efficient tax system that promotes incentives to work, save and invest.

Secure high quality, cost-effective public services which deliver expenditure priorities and policies, including partnerships between the public and private sectors.

Promote high standards of propriety, regularity and accountability and an effective accounting and budgeting framework.

Expand economic and employment opportunity for all through productive investment, competition, better regulation and increased employability.

Secure an efficient market in financial services and banking, and protect consumers, by delivering fair and effective supervision.

Arrange for the cost-effective management of the government's debt and foreign currency reserves and the supply of notes and coins.

In pursuit of these objectives the Treasury will: promote the UK's economic interests and ideas through international cooperation and keeping abreast of developments in other countries; and, maintain a professional, well-motivated and outward-looking organisation, committed to open and accountable conduct of policy; and efficient, economic and effective management of its running costs.

OFFICE FOR NATIONAL STATISTICS

Aim

To provide world class statistical and registration services.

Objectives

To provide a trusted and authoritative statistical service in accordance with UK, EU and international requirements to improve decision making, stimulate research and inform debate within government and the wider community.

To ensure the registration of key life events in order to protect and help individuals.

The ONS will strive to achieve these objectives in partnership with the rest of the Government Statistical Service and others in the public and private sectors. ONS will seek to:

improve the quality, relevance and accessibility of its services to all customers;

improve public confidence in the integrity of its outputs;

minimise the burden on those who supply it with data, subject to the needs of government and society for high quality information; and,

improve value for money and operate efficiently and effectively.

To achieve these, ONS must develop and maintain a well motivated workforce.

NATIONAL SAVINGS

Aim

To add value by helping to reduce the costs to the taxpayer of government borrowing and supporting Government savings policies.

Objectives

To market government debt to retail investors so as to help to minimise the combined cost and risk of the total National Debt and to contribute to meeting funding needs.

To promote Government savings policies amongst personal investors.

In meeting these objectives the Agency will operate cost-effectively and in a competitive and commercial manner which does not distort the savings market.

GOVERNMENT ACTUARY'S DEPARTMENT

Aim

To provide independent, professional, actuarial advice of the highest quality to clients in the public sector at a reasonable cost.

Objectives

To provide the actuarial advice to government departments and other GAD clients in respect of employer-sponsored pension arrangements (particularly the main public service scheme).

To provide the social security projections, demographic analyses and actuarial advice necessary to underpin Ministerial decision making in social security and pensions policy.

To provide the actuarial advice necessary for the regulation and supervision of financial institutions.

In doing this the Department will operate efficiently and effectively to provide independent, consistent, policy orientated and value for money advice.

H M CUSTOMS & EXCISE

Aim

To provide a world class tax and customs service in accordance with Government objectives.

Objectives

To secure the UK revenue yield from indirect taxes while minimising cost to businesses, as a key component of the Government's policy of ensuring sound public finances.

To detect and deter the smuggling of drugs and other prohibited goods as a major contribution to the Government's aim of minimising illicit activity, such as drug misuse.

To secure compliance with statutory EU and international customs obligations in ways which facilitate global trade and help the single market work, thereby supporting the Government's aim to make the UK an attractive place to do business.

To supply to time and right quality trade statistics which support the development of UK and EU economic and trade policy with the minimum inconvenience and cost to businesses.

To promote the development of efficient tax, customs and related agencies around the world in support of the Government's aims on global trading, good governance and combatting international crime.

To provide Ministers with policy advice to a high standard; in so doing to initiate, develop, maintain and present policies which reflect the Government's priorities.

In meeting these objectives HM Customs and Excise will operate efficiently and effectively within available resources.

INLAND REVENUE

Aim

To provide the best possible tax and valuation services.

Objectives

To meet this aim by providing fair, efficient and effective tax and valuation services through:

Bringing into the Exchequer the taxes, national insurance contributions and other receipts for which the Revenue are responsible.

Providing Ministers with high quality analysis and advice on direct tax and national insurance contribution policy, reflecting the Government's tax objectives.

Providing high quality valuation services for rating, council tax and other public sector purposes.

Collecting the contributions in lieu of rates paid by Government Departments and others.

Disbursing the public expenditure element of the tax relief for mortgage interest, and of other tax reliefs and credits.

In carrying forward these objectives the Revenue will:

help taxpayers and contributors get their tax and contributions right first time and on time;

protect the rights of contributors and interests of the taxpayer through efficient payment and recording of national insurance contributions;

identify and put right non-compliance;

approach all our work in a manner which demonstrates best customer service and value for money;

conduct all our activities with a view to operating efficiently, effectively and fairly while minimising costs to business; and

work to be respected as an organisation:

which the public feel they can approach for help, guidance and fair treatment, deliver professionally; and

in which our people are properly trained, involved and motivated and to which they are proud to belong.

NATIONAL INVESTMENT AND LOANS OFFICE

Aim

To provide high quality financial services to government and other public sector customers.

Objectives

To safeguard public funds by providing an investment management service and a banking service.

To reduce public expenditure through the provision of banking and lending services.

To offer competitive rates.

In meeting these objectives NILO will operate cost-effectively and obtain full recovery of its costs from its customers where statutes permit.

REGISTRY OF FRIENDLY SOCIETIES

Aim

The Registry of Friendly Societies provides support services for three statutory authorities: the Building Societies Commission, the Friendly Societies Commission and the Central Office of the Registry of Friendly Societies. The Department and these authorities are linked by a common overall aim:

To help create the most favourable regulatory climate for the formation and long term success of mutual societies, ensuring that they provide proper stewardship of individual members' funds.

Objectives

To sustain an efficient market in the building societies sector in which consumers are protected.

To sustain an efficient market in the friendly societies sector in which consumers are protected.

To enable all mutual societies to benefit from the business, legal and/or cost advantages of a registration service which is open and accessible to the public.

In meeting these objectives the RFS will operate efficiently and effectively within existing resources.

ROYAL MINT

Aim

To run its operations on commercial lines in accordance with best private-sector practice subject to the activities being limited to those specified in the Royal Mint Trading Fund Order 1975 and to maximise the efficiency, effectiveness and profitability of its operations.

Objectives

To meet demand for United Kingdom circulating coins effectively and efficiently.

To seek opportunities for profitable growth and in particular to expand the collector-coin business in order to alleviate the impact of the inevitable volatility in demand for circulating coin.

In addition to these objectives, the Chancellor of the Exchequer will set targets for financial and other performance measures.

In doing this the Royal Mint will:

meet or exceed the expectations of its customers;

achieve a targeted return on assets on a sustainable basis;

maintain continuity of operations through effective capital expenditure and research-and-development programmes;

involve employees at all levels through the Total Quality MINT 2000 Initiative in a programme of continuous improvement to maintain and enhance the Mint's competitiveness;

be committed to the maintenance of the high-quality standard that has become a trademark of the Royal Mint; and

maintain the Mint's position as a good and responsible employer.

CENTRAL OFFICE OF INFORMATION

Aim

To enable central Government to secure its policy objectives through achieving maximum communication effectiveness and best value for money.

Objectives

To meet the information and communications requirements of the Royal Household
To meet the needs of the Government centrally for advice on publicity matters.

In meeting these objectives the Central Office will make the most efficient use of limited resources.

PRIVY COUNCIL OFFICE

Aim

To act as the secretariat to the Privy Council in its constitutional and statutory role, to support Departmental Ministers in pursuance of their Privy Council and other responsibilities, in particular for the management of government business in each House, and to discharge these functions efficiently and cost effectively.

Objectives

To ensure the orderly conduct of Privy Council business.

To support the proper discharge of judicial responsibilities.

To coordinate the formulation and implementation of the Government's strategy for combatting the drugs problem.

CABINET OFFICE / OFFICE OF PUBLIC SERVICE

Revised objectives to be set following the conclusion of Sir Richard Wilson's review

THE CRIMINAL JUSTICE SYSTEM

Aims

To reduce crime and the fear of crime, and their social and economic costs
To dispense justice fairly and efficiently, and to promote confidence in the rule of law.

Objectives

To achieve the first aim:

To reduce the level of actual crime and disorder.
To reduce the adverse impact of crime and disorder on people's behaviour.
To reduce the cost of crime.

To achieve the second aim:

To ensure just and effective processes and outcomes.
To deal with cases throughout the criminal justice process with appropriate speed.
To meet the needs of victims, witnesses and jurors.
To respect the rights of defendants and to treat them fairly.
To promote confidence in the criminal justice system.

These aims and objectives principally relate to the criminal justice responsibilities of the Home Office, the Attorney General's departments and the Lord Chancellor's department. But other programmes will also be affected by and interested in the effective operation of the Criminal Justice system.

In achieving these aims and objectives bodies within the system will carry out their functions:

to maximise efficiency and cost-effectiveness of the system as a whole;

in a way which reflects the costs and benefits of their activities, including those which fall on other agencies;

in close partnership with other bodies within the criminal justice system, and where appropriate with other government agencies, local authorities, and the private and voluntary sectors;

motivating staff to develop their full capability at work, and to achieve the system's aims in a professional, efficient and accountable manner; and

with respect for the rights of those coming into contact with the system, treating everyone fairly regardless of ethnic origin, religious belief, gender, sexual orientation, disability or social background.

ANTI-DRUGS STRATEGY

Objectives

To help young people resist drug misuse in order to achieve their full potential in society.

To protect our communities from drug-related anti-social and criminal behaviour.

To enable people with drug problems to overcome them and live healthy and crime-free lives.

To stifle the availability of illegal drugs on our streets.

SURE START

Aim

To work with parents and children to promote the physical, intellectual and social development of pre-school children - particularly those who are disadvantaged - to ensure they are ready to thrive when they get to school.

Objectives

Sure Start programmes will work efficiently and effectively to achieve this in areas of significant unmet need by:

Improving health.

in particular by supporting parents in caring for their children and promoting healthy development, eg through breast feeding, weaning and immunisation;

Improving the ability to learn.

in particular by encouraging stimulating and enjoyable play, improving language skills and through early identification and support of children with learning difficulties;

Improving social development.

in particular by supporting bonding between parents and children, family functioning and through early identification and support of children with emotional and behavioural difficulties.