



ANNEX A3:
MAPPING OF 2002 SPENDING REVIEW
CORPORATE SDA TARGETS TO
2000 SPENDING REVIEW SDA TARGETS

Annex A3 – Mapping of 2002 Spending Review Corporate SDA targets to 2000 Spending Review Corporate SDA targets¹

SR2002 SDA TARGETS		EQUIVALENT SR2000 SDA TARGETS	
C2 Electronic Government		F Electronic Government	
C2.1	<p>Treasury Services: All services provided by the Treasury to business and the public will be provided on line by 2005. Services will only be counted as electronically enabled when every step in the process is enabled.</p> <p>Information: The Treasury has a target to publish all material hitherto published only on paper in electronic form as well. As demand for traditional delivery channels falls we plan to make electronic publishing the default form in which material is provided though we will continue to meet requirements for hard copy versions so long as there is a residual public demand.</p>	F1	All services provided by the Treasury to business and the public will be provided on line by 2005. Services will only be counted as electronically enabled when every step in the process is enabled.
C2.2	<p>Information: The Treasury has a target to publish all material hitherto published only on paper in electronic form as well. As demand for traditional delivery channels falls we plan to make electronic publishing the default form in which material is provided though we will continue to meet requirements for hard copy versions so long as there is a residual public demand.</p>	F2	Publish all material hitherto published only on papers in electronic format as well. As demand for traditional delivery channels falls we plan to make electronic publishing the default form in which material is provided though we will continue to meet requirements for hard copy versions so long as there is a residual public demand.
Corporate Government			
C3.1	<p>Corporate Governance: The Treasury Management Board will work to ensure that risk assessment, management and accountability are embedded in the organisation and culture of policy and decision-making, and that it creates the appropriate control environment.</p>		No corresponding SR2000 target
Performance Management			
C4.1	<p>Efficiency Reviews: The Treasury Management Board will manage the efficiency and performance of the Treasury by:</p> <ul style="list-style-type: none"> • annually reviewing strategic priorities; and • quarterly reviewing progress towards PSA targets. <p>The Permanent Secretary will hold regular reviews with Managing Directors to monitor progress against objectives.</p>		60 per cent of the Department subject to review under the BQS initiative by March 2003 and 100 per cent by the end of 2004.

¹For clarity of reporting, some SR2002 SDA targets are summarised. The full text of these targets is available on the Treasury website

<p>C4.2</p>	<p>Modernising Management and Diversity: The Treasury will further improve its performance and the way in which it delivers its objectives, through the “Change in the Treasury” programme.</p> <p>The Treasury will continue to work towards the cross civil service targets for improving the representation of women, people from a minority ethnic background, and people with disabilities in Senior Civil Service posts.</p>	<p>E1.1</p> <p>E1.2</p> <p>E1.2 (a)</p> <p>E1.2(b)</p> <p>E1.3</p> <p>E1.4</p> <p>E1.5</p> <p>E2.1</p> <p>E2.2</p> <p>G3</p> <p>G4</p>	<p>Retain Investors in People accreditation that was achieved in December 1999 and retained in July 2001.</p> <p>Create an inclusive culture in which diversity is valued and different views are actively sought and listened to.</p> <p>Contribute to civil service diversity by ensuring that by 2004-2005: 34 per cent of Senior Civil Service (SCS) are women; and 25 per cent of Directors and above are women.</p> <p>Contribute to civil service diversity by ensuring that by 2004-2004: 3.2 per cent of SCS are people from minority ethnic groups and 3 per cent are people with disabilities.</p> <p>Bring in talent by using open competition wherever possible and by increasing inward secondments and loans.</p> <p>Bring on talent by providing good quality training and development opportunities including outward secondments and loans.</p> <p>Enhance leadership skills, ensuring all members of the SCS and 25 per cent of non SCS managers have completed 360 degree feedback by the end of 2001.</p> <p>Reduce sickness absence by 0.5 day by April 2001 and 0.8 day by April 2003.</p> <p>Achieve levels of ill health retirement by 2005 consistent with or better than the best quartile target of 3.72 retirements per 1000 employees.</p> <p>The Treasury will also set targets for meeting skill gaps identified by an analysis of skills held compared to competencies needed for improving policy evaluation.</p> <p>To improve awareness of gender, race and disability issues in policy making, the Treasury will arrange diversity awareness training for all staff.</p>
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Procurement	
No corresponding SR2002 target	C2.1 The Treasury will reduce transaction costs by 30 per cent by 2004.
No corresponding SR2002 target	C2.2 60 per cent of the department's interactions with suppliers will use e-procurement techniques by 2003.
No corresponding SR2002 target	C2.3 The Treasury will pay all invoices within contractual conditions, or 30 days of receipt of the invoice, or delivery of the goods or service, whichever is the later.
Consumer Focus	
No corresponding SR2002 target	D1 To reply to Parliamentary Questions promptly (Named Day PQs 65 per cent by due date, Ordinary PQs 75 per cent by due date, Lords PQs 85 per cent by due date).



**ANNEX A4:
PERFORMANCE AGAINST
2002 SPENDING REVIEW AND
2000 SPENDING REVIEW
CORPORATE SDA TARGETS**

Annex A4 – Performance against 2002 Spending Review and 2000 Spending Review Corporate SDA targets

SDA Target	<p>Electronic Government</p> <p>SR2002 SDA C2.1 and SR2000 SDA F1 Treasury Services: All services provided by the Treasury to business and the public will be provided online by 2005. Services will only be counted as electronically enabled when every step in the process is enabled.</p>
Performance Indicator	N/A
Commentary	<p>On course</p> <p>Services in this area relate to the provision of information, specifically the work of publishing, public enquiry and ministerial correspondence units, which deal directly with the public. In all cases, the Treasury is on course to offer these services online through e-mail and websites, by 2005.</p>
SDA Target	<p>Electronic Government</p> <p>SR2002 SDA target C2.2 and SR2000 SDA target F2 Information: The Treasury has a target to publish all material hitherto published only on paper in electronic form as well. As demand for traditional delivery channels falls we plan to make electronic publishing the default form in which material is provided though we will continue to meet requirements for hard copy versions so long as there is a residual public demand.</p>
Performance Indicator	N/A
Commentary	<p>Met</p> <p>All Treasury publications are now made available in electronic format within 24 hours of publication through the Treasury's¹ public web site.</p>
SDA Target	<p>Corporate Government</p> <p>SR2002 SDA C3.1 Corporate Governance: The Treasury Management Board will work to ensure that risk assessment, management and accountability are embedded in the organisation and culture of policy and decision-making, and that it creates the appropriate control environment.</p>
Performance Indicator	To introduce procedures for the systematic assessment of risk, including the adoption of a high-level risk register and improved management information.
Commentary	<p>Met-ongoing</p> <p>The Treasury has made risk management an integral part of policy formulation and departmental management. The Treasury Management Board (TMB) assesses and updates a high level risk register on a regular basis. The Board includes two Non Executive Directors: Peter Gershon, Chief Executive of the Office of Government Commerce, and Margaret Exley, Chairman of Mercer Delta Consulting, which widens the experience brought to management and strategic decision-making.</p> <p>Individual directorates are required to report on key risks as part of the business planning round, and risk management has been built in to the policy making process. Each Managing Director reports to the Permanent Secretary on business planning and risk management processes twice yearly.</p>

¹www.hm-treasury.gov.uk

<p>SDA Target</p>	<p>Performance Management</p> <p>SR2002 SDA target C4.1 Efficiency Reviews: The Treasury Management Board will manage the efficiency and performance of the Treasury by:</p> <ul style="list-style-type: none"> • annually reviewing strategic priorities; and • quarterly reviewing progress towards PSA targets. <p>The Permanent Secretary will hold regular reviews with Managing Directors to monitor progress against objectives.</p> <p>SR2002 SDA target 1.3 The Treasury, OGC and DMO regularly review the efficiency of their internal operations as part of business planning and budgeting. Techniques such as benchmarking and independent reviews are used as appropriate.</p>
<p>Performance Indicator</p>	<p>SDA C4.1 The adoption of key milestones in the annual business planning round, including directorate specific Business Plans and a Treasury wide Business Plan that focuses on delivery. The Board to meet regularly to discuss strategic priorities, including at twice yearly away days.</p> <p>SDA 1.3 The management boards in each body to assess risk systematically and on a regular basis. Good quality management information to be submitted regularly to senior managers.</p>
<p>Commentary</p>	<p>Met-ongoing</p> <p>In addition to its regular meetings, TMB meets twice a year to assess its departmental strategy. This process is informed by regular monitoring of the Treasury’s objectives, including quarterly reporting on PSA targets, twice yearly meetings between the Permanent Secretary and Managing Directors to discuss directorate’s business planning and risk management procedures, and weekly meetings between the Permanent Secretary and Managing Directors to discuss key topical issues.</p> <p>As part of its planning round process, the Office of Government Commerce (OGC) seeks to identify opportunities to review internal efficiency and reflects these in both business plans and in its own Efficiency Plan. During the year, the OGC Board have considered and acted upon quarterly information on progress against key priority targets, staffing and financial position, and more regular reports on project and programme activity. The OGC Board review top-level risks on a regular basis.</p> <p>The efficiency and effectiveness of the Debt Management Office’s (DMO) key operations are reported and reviewed regularly by DMO committees. Performance measurement against appropriate marker comparators is a key element of the review process. A major project to further develop performance reporting and evidence value for money in the DMO’s operations has been instigated jointly with the Treasury. Senior management reviews progress of key projects and other components of the DMO’s business plan regularly. During the year the Treasury has led a review of the overall effectiveness of the DMO including its institutional framework, interaction with other organisations, and performance measurement.</p>

<p>SDA Target</p>	<p>Performance Management</p> <p>SR2002 SDA target C4.2 and SR2002 SDA targets E1.1, E1.2, E1.3, E1.4, E1.5, E2.1, E2.2, G3 and G4 Modernising Management and Diversity: The Treasury will further improve its performance and the way in which it delivers its objectives, through the "Change in the Treasury" programme.</p> <p>The Treasury will continue to work towards the cross civil service targets for improving the representation of women, people from a minority ethnic background, and people with disabilities in Senior Civil Service posts.</p>
<p>Performance Indicator</p> <p>Commentary</p>	<p>N/A</p> <p>Met-ongoing</p> <p>The "Change in the Treasury" programme has now been subsumed into the Building on Success programme of continuous improvement. (See Chapter 6 of this report)</p> <p>Minority ethnic staff make up 2.6 per cent of the SCS and women 30 per cent. Less progress has been made on disability and the percentage of staff with disabilities in the SCS remains at 1.7 per cent. The Treasury has taken action to improve diversity through the introduction of childcare vouchers and support for alternative working patterns including homeworking. It has also introduced disability champions to improve the prospects of disabled staff and ensured that diversity awareness training is integrated into induction and other programmes.</p> <p>38.2 per cent of all new entrants in 2003 were seconded or loaned into the Treasury and 41.6 per cent of new SCS members were on secondment or loan. In 2003, 29 recruitment schemes were advertised using open competition. Of those recruited, seconded or loaned into the Treasury, 51.9 per cent were women, 18.2 per cent from minority ethnic groups, and 4.2 per cent were people with disabilities.</p> <p>The Treasury was awarded liP status for the second time in 2001, and will be assessed again in September 2004. We continue to invest heavily in learning and development at all levels, for example for Range Ds (HEO) seeking promotion to Range E (Grade 7) we have replaced assessment centres with development centres to promote greater self-awareness and to help embed a development culture within the department. We have recently completed a departmental skills audit and have identified 7 skills clusters that require additional development intervention. Work to address these skill gaps is underway. In 2004-05 we will be launching a Leadership Programme.</p> <p>For the calendar year 2001 the average absence per staff year was 4.7 days. This compares to a civil service average of 9.2 days. Figures for 2002 (the last available) show a slight decline to 4.4 days. This is measured against a baseline of 5.3 average working days absence per staff years in 1998. There was 1 ill health retirement in each of 1998, 1999, 2001 and 2003. There were none in 2000 or 2002.</p>

SDA Target	<p>Procurement</p> <p>SR2000 SDA C2.1 The Treasury will reduce transaction costs by 30 per cent by 2004.</p> <p>SR2000 SDA C2.2 60 per cent of the department’s interactions with suppliers will use e-procurement techniques by 2003.</p> <p>SR2000 SDA C2.3 The Treasury will pay all invoices within contractual conditions, or 30 days of receipt of the invoice, or delivery of the goods or service, whichever is the later.</p>
Performance Indicator	<p>C2.1 Percentage reduction in transaction costs.</p> <p>C2.2 Percentage of department’s interactions with suppliers using e-procurement techniques.</p>
Commentary	<p>C2.1 On course the new financial management system has continued to produce significant savings. Over the past year, additional savings of almost 10 per cent have been achieved, and it is expected that savings will continue over the next financial year which will enable us to meet the target by the end of 2004.</p> <p>SDA C2.2 Met this is the final assessment of this target. In the period April 2003 to September 2003, 61 per cent of the department’s interactions with suppliers used e-procurement techniques.</p> <p>C2.3 Slippage the Treasury has paid 78 per cent of invoices within 30 days or within the agreed contractual terms if otherwise specified, over the reporting period. This slippage was due to a major internal system change, however the issues have now been resolved and performance on payment has improved towards the end of the year. We will reattain our previously high performance standard for 2004-05.</p>
SDA Target	<p>Consumer Focus</p> <p>SR2000 SDA D1. To reply to Parliamentary questions promptly.</p>
Performance Indicator	<p>Named Day PQs – 65 per cent by due date. Ordinary PQs – 75 per cent by due date. Lords PQs – 85 per cent by due date.</p>
Commentary	<p>Met for 2002-03 Parliamentary session</p> <p>For the 2002-03 Parliamentary session which ended on 20 November 2003:</p> <p>Commons Named Day PQs: 69.7 per cent Commons Ordinary PQs: 76.2 per cent Lords PQs: 95.8 per cent</p> <p>On course for 2003-04 Parliamentary session</p> <p>For the 2003-04 Parliamentary session, which commenced on 26 November 2003, the position at end of March 2004 was:</p> <p>Commons Named Day PQs: 69 per cent Commons Ordinary PQs: 81.6 per cent Lords PQs: 99.2 per cent</p>



ANNEX A5:
PERFORMANCE AGAINST
OUTSTANDING COMPREHENSIVE
SPENDING REVIEW (CSR) 1998
PSA TARGETS

CSR 1998 Objective	3 Improve the quality and cost effectiveness of public services.
CSR 1998 PSA Target	(viii) Improve the productivity of the public services year by year.
Performance Indicator	Under SR2000, all departmental PSAs included a value for money target.
Commentary	This target was superseded in Spending Review 2002 by value for money targets. The Treasury will report progress on its Spending Review 2000 target for value for money in the public services in due course.
Quality of data systems	N/A
CSR 1998 Objective	4 Increase the productivity of the economy and expanding economic and employment opportunities for all, through productive investment, competition, innovation, enterprise, better regulation and increased employability.
CSR 1998 PSA Target	(xiv) Secure an increase in the number of successful high growth business start-ups (joint target with the Department for Trade and Industry).
Performance Indicator	Number of firms with a turnover above £1 million, or 10 employees, four years after start-up.
Commentary	On course This target bases performance on the number of high growth businesses in operation four years after they registered for VAT purposes. Performance in 1999 (the first year of CSR1998) is based on provisional data available at the end of 2003. Estimates by the Small Business Service (SBS) indicate that 12,900 businesses created in 1999 are likely to fulfil the high growth criteria. This is an increase of 5.7 per cent from 1998. A firm assessment cannot, however, be made until the data are finalised at the end of 2004.
Quality of data systems	Performance against this target is measured through data supplied by the Small Business Service.
CSR 1998 Objective	6 Maintain an effective accounting and budgetary framework and promoting high standards of propriety and accountability.
CSR 1998 PSA Target	(xxiv) Publish Whole of Government Accounts (WGA), subject to results of current study, for 2001-02.
Performance Indicator	Readiness for publication: methodology, format and medium agreed.
Commentary	Slippage As reported in the 2003 Autumn Performance Report, target slippage is due to significant methodology issues identified. These are being addressed as part of the preparatory work for publishing full Whole of Government Accounts (WGA) for 2006-07 as announced in the Pre-Budget Report. This should allow the first statistically based WGA to be published in late 2005 or early 2006. The Government is still on course to publish Central Government Accounts for 2003-04.
Quality of data systems	N/A