

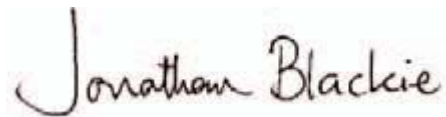
Government Office for the North East
Business Plan 2006-2007

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Introduction from the Regional Director

This is a key year for the Government Office. We are starting the process of taking the organisation to a new, streamlined and strategic body that will better serve the region and its people. Change management will be taking up a good deal of our thinking but we will also ensure that we continue to carry out our work in an efficient and effective manner. In this business plan you have a clear sight of our vision, strategies and top-level priorities and how they link to the Government's key drivers for delivery – our Public Service Agreements. Below this level, is the detailed planning that will plot the delivery of our individual workstreams – another development area for the office as we improve our business planning processes. In many ways this is a transition year, but one which we intend to use as a sound base for an increasingly dynamic body that aims to be a strong presence in the region.

A handwritten signature in black ink that reads "Jonathan Blackie". The signature is written in a cursive style with a large initial 'J'.

Jonathan Blackie
Regional Director

Statement of Purpose

We want the North East to be a modern, prosperous healthy and confident region. We will use local knowledge and understanding to influence government policies and programmes and to overcome regional challenges. We will ensure that what we deliver is co-ordinated in an effective and efficient way to achieve sustainable communities.

Values

Valuing people

We will harness diversity and value people.

Delivering results

We will make clear what our objectives are and deliver results.

Openness, honesty and visibility

We will be open and honest in all our relationships.

A positive outlook and attitude

We will make a difference through our positive outlook and openness to change.

Strategic Objectives

People

To support and develop programmes to build safe, strong and diverse communities.

Places

To work with partners to improve and maintain the region's physical and natural environment.

Prosperity

To work with partners to improve prosperity in the region and to reduce inequalities between areas and people.

Top Level Priorities

- 1. To improve performance in the public sector, in particular through Local Area Agreement (LAA) partnership working.**
Related PSAs: ODPM1, ODPM4, ODPM6, HO6, HO7, DOH non-PSA priorities 1 & 2
- 2. To improve educational attainment and adult skill levels and ensure delivery of strategies for children and learners.**
Related PSAs: DfES5, DfES7, DfES8, DfES10, DfES11, DfES12, DfES13, DfES14, ODPM1
- 3. To reduce crime, misuse of drugs and anti-social behaviour.**
Related PSAs: HO1, HO2, HO4, DCLG1
- 4. To raise sustainable economic growth.**
Related PSAs: DCLG2, Defra4, DCMS4, DTI7, DWP1, DWP4, DWP8
- 5. To increase employment levels and the economic inclusion of disadvantaged communities.**
Related PSAs: DWP1, DWP4, DWP8, DCLG1
- 6. To promote the efficient and effective management and delivery of public funding.**
Related PSAs: DCLG4, DCLG6
- 7. To respond to climate change and improve the region's environment and the sustainable use of natural resources.**
Related PSAs: Defra1, Defra5, Defra6, DfT17, DCLG1
- 8. To ensure that principles of sustainable development are integrated into regional and local decision making.**
Related PSAs: Defra 1, DCLG4, DCLG6
- 9. To improve and protect people's health and reduce health inequalities.**
Related PSAs: DH2, DH3, DCMS1, DCMS2, DCMS3, DfES3, DfES4, DCLG1
- 10. To achieve a better balance between housing supply and demand, in quality as well as numerical terms.**
Related PSAs: DCLG1, DCLG5, DCLG6, DCLG7

- 11. To improve transport accessibility to jobs, markets and services.**
Related PSAs: DfT2, DfT3
- 12. To change the culture of Planning and to deliver an effective and high quality service on casework and development plan frameworks.**
Related PSAs: DCLG6
- 13. To improve and promote the alignment of regional strategies and the delivery of policy objectives.**
Related PSAs: GO Network Corporate and Cross-Cutting
- 14. To strengthen resilience in the region.**
Related PSAs: Resilience non PSA Corporate and Cross Cutting
- 15. To manage risk performance and financial propriety.**
Related PSAs: GO Network Corporate and Cross-Cutting
- 16 To raise the levels of analysis and intelligence, improving delivery by sharing information and best practice**
Related PSAs: GO Network Corporate and Cross-Cutting
- 17. To ensure the effective management of the office and guarantee business continuity. Related PSAs:**
Related PSAs: GO Network Corporate and Cross-Cutting
- 18. To influence national policy.**
Related PSAs: GO Network Corporate and Cross-Cutting
- 19 To manage, support and implement the changes required within GONE to respond to the recommendations from the Government Office Review – A Streamlined, Strategic Network.**
Related PSAs: GO Network Corporate and Cross-Cutting

Top-level Priorities and related Public Service Agreements (PSAs)

1. To improve performance in the public sector, in particular through Local Area Agreement partnership working.

Department for Communities and Local Government PSA 1

Tackle social exclusion and deliver neighbourhood renewal, working with departments to help them meet their PSA floor targets, in particular narrowing the gap in health, education, crime, worklessness, housing and liveability outcomes between the most deprived areas and the rest of England, with measurable improvement by 2010.

Department for Communities and Local Government PSA 4

By 2008, improve the effectiveness and efficiency of local government in leading and delivering services to all communities.

Department for Communities and Local Government PSA 6

The planning system to deliver sustainable development outcomes at national, regional and local levels through efficient and high quality planning and development management processes, including through achievement of best value standards for planning by 2008.

Non-PSA priority one – Workforce

Ensure public health skills and capacity.

Department of Health (non-PSA priority two) – Local Area Agreement and Local Public Service Agreement handling

Ensure health priorities are reflected in Local Area Agreements and Local Public Service Agreement and support engagement of partners in health.

2. To support and challenge stakeholders in order to achieve better services and outcomes for children, young people, families and learners.

Department for Communities and Local Government PSA 1

Tackle social exclusion and deliver neighbourhood renewal, working with departments to help them meet their PSA floor targets, in particular narrowing the gap in health, education, crime, worklessness, housing and liveability outcomes between the most deprived areas and the rest of England, with measurable improvement by 2010.

Department for Education and Skills PSA 1 to 12. Support and Challenge of Local Authorities across Every Child Matters, Youth and Early years and 14-19 Agendas

Core Priorities: helping with the development of Children's Trusts; delivering Local Area Agreements; Priorities Meetings; differentiated engagement proportionate to performance; activities around Annual Performance Assessments, Joint Area Reviews and statutory intervention activity. Also includes Child Support Agency challenge on attendance/truancy.

Department for Education and Skills PSA 1, 2, & 5 Safeguarding

Core Priorities: the improvement by local authorities of the placement, stability and educational attainment of looked after children 5); the development of Local Safeguarding Children Boards; the implementation of the Integrated Children's System and section 11 of the Children Act 2004; the management and/or oversight of field forces and partnerships, for example Allegations Management Advisers; resources previously used to fund Looked after children taskforce; and the Special Educational Needs regional partnerships; and developing an understanding of the work of other networks in this area.

Department for Education and Skills PSA 10, 11 and 12. 14 – 19 Reform

Core Priorities: playing a role in communications; dissemination of good practice and learning; and performance managing Local Authorities.

Department for Education and Skills PSA 2. Early Years, Childcare and Extended Schools

Core Priorities: to support, challenge and monitor local authorities and other agencies (including health) progress in improving outcomes for children under 5 and their families, and in delivering children's centres, extended schools and sufficient childcare.

Department for Education and Skills PSA 3, 11 & 12. Youth

Core Priorities: continuing specific management role for programmes that are funded directly by Government, where they are not incorporated into Local Area Agreements including: Millennium Volunteers; Connexions; Children's Fund; Positive Activities for Young People/Neighbourhood Support Fund; Youth Opportunities and Youth Capital Funds; helping with the development of the Targeted Youth Support Pilots; transformation of youth work and the direct management of the Local Network Fund; and Community Champions. Also, supporting the transition of youth volunteering provision to new Russell arrangements.

Department for Education and Skills PSA 3 Health

Core Priorities: developing effective links with Health, including the local Public Health groups, Healthy Schools Coordinators and Strategic Health Authorities. In addition helping with work to meet the Teenage Pregnancy PSA.

Department for Education and Skills PSA All Knowledge Management and Communication

Core Priorities: the general development of systems in the areas of knowledge management, emerging practice and communications in conjunction with the centre. Also developing structures for effective communications and for an increasing role in briefing work.

3. To reduce crime, misuse of drugs and anti-social behaviour.

Department for Communities and Local Government PSA 1

Tackle social exclusion and deliver neighbourhood renewal, working with departments to help them meet their PSA floor targets, in particular narrowing the gap in health, education, crime, worklessness, housing and liveability outcomes between the most deprived areas and the rest of England, with measurable improvement by 2010.

Home Office PSA 1, 2, 4

To reduce crime, misuse of drugs and anti-social behaviour. Manage the performance of Crime and Disorder Reduction Partnerships, Drug Action Teams and Local Strategic Partnerships to reduce crime, fear of crime and harm caused by illegal drugs:

Crime

1. Reduce crime by 18.5% (regional target). The national target is to reduce crime by 15%.

Drugs

2. Increase the number of problem drug users in drug treatment programmes by 100% by 2008, with year-on-year increases in the proportion of users successfully sustaining or completing treatment programmes.

4. Reduce class A drug use by 16-24 year olds.

4. To raise sustainable economic growth.

Department for Communities and Local Government PSA 2

Make sustainable improvements in the economic performance of all English regions by 2008, and over the long term reduce the persistent gap in growth rates between the regions, demonstrating progress by 2006, joint with the Department of Trade and Industry and HM Treasury.

Department for Environment, Food and Rural Affairs PSA 4

Reduce the gap in productivity between the least well performing quartile of rural areas and the English median by 2008, demonstrating progress by 2006, and improve the accessibility of services for people in rural areas.

Department for Culture Media and Sport PSA 4

By 2008, improve the productivity of the tourism, creative and leisure industries.

Department of Trade and Industry PSA 7

Make sustainable improvements in the economic performance of all English regions by 2008, and over the long term reduce the persistent gap in growth rates between the regions, demonstrating progress by 2006. Joint with HM Treasury and the Department for Communities and Local Governance.

Department for Work and Pensions PSA 1

Halve the number of children in relative low-income households between 1998-99 and 2010-11, on the way to eradicating child poverty by 2020, joint with HM Treasury, including: reducing the proportion of children living in workless households by 5% between spring 2005 and spring 2008.

Department for Work and Pensions PSA 4

As part of the wider objective of full employment in every region, over the three years to spring 2008, and taking account of the economic cycle:

- demonstrate progress on increasing the employment rate, joint with HM Treasury
- increase the employment rates of disadvantaged groups (lone parents, ethnic minorities, people aged 50 and over, those with the lowest qualifications and those living in the local authority wards with the poorest initial labour market position)
- significantly reduce the difference between the employment rates of the disadvantaged groups and the overall rate
- .

Department for Work and Pensions PSA 8

In the three years to March 2008:

- further improve the rights of disabled people and remove barriers to their participation in society, working with other government departments, including through increasing awareness of the rights of disabled people
- increase the employment rate of disabled people, taking account of the economic cycle
- significantly reduce the difference between their employment rate and the overall rate, taking account of the economic cycle.

5. To increase employment levels and the economic inclusion of disadvantaged communities.

Department for Communities and Local Government PSA 2

Make sustainable improvements in the economic performance of all English regions by 2008, and over the long term reduce the persistent gap in growth rates between the regions, demonstrating progress by 2006, joint with the Department of Trade and Industry and HM Treasury, including by establishing Elected Regional Assemblies in regions which vote in a referendum to have one.

Department for Work and Pensions PSA 1

Halve the number of children in relative low-income households between 1998-99 and 2010-11, on the way to eradicating child poverty by 2020, joint with HM Treasury, including:

- reducing the proportion of children living in workless households by 5% between spring 2005 and spring 2008
- increasing the proportion of Parents with Care on Income Support and income-based Jobseeker's Allowance who receive maintenance for their children to 65% by March 2008.

Department for Work and Pensions PSA 4

As part of the wider objective of full employment in every region, over the three years to Spring 2008, and taking account of the economic cycle:

- demonstrate progress on increasing the employment rate, joint with HM Treasury
- increase the employment rates of disadvantaged groups (lone parents, ethnic minorities, people aged 50 and over, those with the lowest qualifications and those living in the local authority wards with the poorest initial labour market position)
- significantly reduce the difference between the employment rates of the disadvantaged groups and the overall rate.

Department for Work and Pensions PSA 8

In the three years to March 2008:

- further improve the rights of disabled people and remove barriers to their participation in society, working with other government departments, including through increasing awareness of the rights of disabled people
- increase the employment rate of disabled people, taking account of the economic cycle
- significantly reduce the difference between their employment rate and the overall rate, taking account of the economic cycle.

6. To promote the efficient and effective management and delivery of public funding.

Department for Communities and Local Government PSA 4

By 2008, improve the effectiveness and efficiency of local government in leading and delivering services to all communities.

Department for Communities and Local Government PSA 6

The planning system to deliver sustainable development outcomes at national, regional and local levels through efficient and high quality planning and development management processes, including through achievement of best value standards for planning by 2008.

7. To respond to climate change and improve the region's environment and the sustainable use of natural resources.

Department for Communities and Local Government PSA 1

Tackle social exclusion and deliver neighbourhood renewal, working with departments to help them meet their PSA floor targets, in particular narrowing the gap in health, education, crime, worklessness, housing and liveability outcomes between the most deprived areas and the rest of England, with measurable improvement by 2010.

Department for Environment, Food and Rural Affairs PSA 1

To promote sustainable development across government and in the United Kingdom and internationally, as measured by:

- the achievement of positive trends in the Government's headline indicators of sustainable development
- the UK's progress towards delivering the World Summit on Sustainable Development commitments, notably in the areas of sustainable consumption and production, chemicals, biodiversity, oceans, fisheries and agriculture
- progress towards internationally agreed commitments to tackle climate change.

Department for Environment, Food and Rural Affairs PSA 5

Deliver more customer-focused, competitive and sustainable farming and food industries and secure further progress, via Common Agricultural Policy and World Trade Organisation negotiations, in reducing CAP trade-distorting support.

Department for Environment, Food and Rural Affairs PSA 6

Enable at least 25% of household waste to be recycled or composted by 2005-06, with further improvements by 2008.

Department for Transport PSA1

By 2007-08, make journeys more reliable on the strategic road network.

Department for Transport PSA 2

Improve punctuality and reliability of rail services to at least 85% by 2006, with further improvements by 2008.

Department for Transport PSA 3

By 2010, increase the use of public transport (bus and light rail) by more than 12% in England compared with 2000 levels, with growth in every region.

Department for Transport PSA 4

By 2010-11, the ten largest urban areas will meet the congestion targets set in their Local Transport Plan relating to movement on main roads into city centres.

Department for Transport PSA 5

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

Department for Transport PSA 6

Improve air quality by meeting the Air Quality Strategy targets for carbon monoxide, lead, nitrogen dioxide, particles, sulphur dioxide, benzene and 1,3 butadiene. Joint with the Department for Environment, Food and Rural Affairs

Department for Transport PSA 7

To reduce greenhouse gas emissions to 12.5% below 1990 levels in line with our Kyoto commitment and move towards a 20% reduction in carbon dioxide emissions below 1990 levels by 2010, through measures including energy efficiency and renewables. Joint with the Department for Environment, Food and Rural Affairs and the Department of Trade and Industry.

8. To ensure that principles of sustainable development are integrated into regional and local decision making.

Department for Environment, Food and Rural Affairs PSA 1

To promote sustainable development across government and in the United Kingdom and internationally, as measured by:

- the achievement of positive trends in the Government's headline indicators of sustainable development

- the UK's progress towards delivering the World Summit on Sustainable Development commitments, notably in the areas of sustainable consumption and production, chemicals, biodiversity, oceans, fisheries and agriculture
- progress towards internationally agreed commitments to tackle climate change.

Department for Communities and Local Government PSA 4

By 2008, improve the effectiveness and efficiency of local government in leading and delivering services to all communities.

Department for Communities and Local Government PSA 6

The planning system to deliver sustainable development outcomes at national, regional and local levels through efficient and high quality planning and development management processes, including through achievement of best value standards for planning by 2008.

9. To improve and protect people's health and reduce health inequalities.

Department for Communities and Local Government PSA 1

Tackle social exclusion and deliver neighbourhood renewal, working with departments to help them meet their PSA floor targets, in particular narrowing the gap in health, education, crime, worklessness, housing and liveability outcomes between the most deprived areas and the rest of England, with measurable improvement by 2010.

Department of Health PSA 2

Reduce health inequalities by 10% by 2010 as measured by infant mortality and life expectancy at birth.

Department of Health PSA 3

Tackle the underlying determinants of ill health and health inequalities by:

- reducing adult smoking rates to 21% or less by 2010, with a reduction in prevalence among routine and manual groups to 26% or less
- halting the year-on-year rise in obesity among children under 11 by 2010 in the context of a broader strategy to tackle obesity in the population as a whole. Joint with the Department for Education and Skills and the Department for Culture, Media and Sport
- reducing the under-18 conception rate by 50% by 2010 as part of a broader strategy to improve sexual health• Joint with the Department for Education and Skills.

Department for Culture Media and Sport PSAs 1

Enhance the take-up of sporting opportunities by 5 to 16 year olds so that the percentage of school children in England who spend a minimum of two hours each week on high quality Physical Education and school sport within and beyond the curriculum increases from 25% in 2002 to 75% by 2006 and to 85% by 2008, and to at least 75% in each School Sport Partnership by 2008. Joint with the Department for Education and Skills

Department for Culture Media and Sport PSAs 2

Halt the year-on-year rise in obesity among children under 11 by 2010, in the context of a broader strategy to tackle obesity in the population as a whole. Joint with the Department for Education and Skills and the Department of Health.

Department for Culture Media and Sport PSAs 3

By 2008, increase the take-up of cultural and sporting opportunities by adults and young people aged 16 and above from priority groups by:

- increasing the number who participate in active sports at least twelve times a year, by 3%, and increasing the number who engage in at least 30 minutes of moderate intensity level sport at least three times a week, by 3%
- increasing the number who participate in an arts activity at least twice a year by 2%, and increasing the number who attend arts events at least twice a year by 3%
- increasing the number accessing museums and galleries collections by 2%
- increasing the number visiting designated historic environment sites by 3%.

Department for Education and Skills PSA 3 Health Core

Priorities: developing effective links with Health, including the local Public Health groups, Healthy Schools Coordinators and Strategic Health Authorities In addition helping with work to meet the Teenage Pregnancy PSA

10. To achieve a better balance between housing supply and demand, in quality as well as numerical terms.

Department for Communities and Local Government PSA 1

Tackle social exclusion and deliver neighbourhood renewal, working with departments to help them meet their PSA floor targets, in particular narrowing the gap in health, education, crime, worklessness, housing and liveability outcomes between the most deprived areas and the rest of England, with measurable improvement by 2010.

Department for Communities and Local Government PSA 5

Achieve a better balance between housing availability and the demand for housing, including improving affordability, in all English regions while protecting

valuable countryside around our towns, cities and in the green belt and the sustainability of towns and cities.

Department for Communities and Local Government PSA 6

The planning system to deliver sustainable development outcomes at national, regional and local levels through efficient and high quality planning and development management processes, including through achievement of best value standards for planning by 2008.

Department for Communities and Local Government PSA 7

By 2010, bring all social housing into a decent condition with most of this improvement taking place in deprived areas, and for vulnerable households in the private sector, including families with children, increase the proportion who live in homes that are in decent condition.

11. To improve transport accessibility to jobs, markets and services.

Department for Transport PSA 2

Improve punctuality and reliability of rail services to at least 85% by 2006, with further improvements by 2008.

Department for Transport PSA 3

By 2010, increase the use of public transport (bus and light rail) by more than 12% in England compared with 2000 levels, with growth in every region.

12. To change the culture of 'Planning' and to deliver an effective and high quality service on casework and development plan frameworks.

Department for Communities and Local Government PSA 6

The planning system to deliver sustainable development outcomes at national, regional and local levels through efficient and high quality planning and development management processes, including through achievement of best value standards for planning by 2008.

13. To improve and promote the alignment of regional strategies and the delivery of policy objectives.

Government Office Network non-PSA

Delivery and Corporate Support

14. To strengthen resilience in the region.

Resilience non-PSA

- Establishing Regional Response Capability: to ensure that there is a robust and fully functional regional response capability in place in each Government Office, with clarity on staffing, communications, procedures, training and exercising and equipment.
- Regional Resilience Team to develop effective working relationships with local practitioners including local authorities, the emergency services, the Environment Agency, the armed forces, key utilities, the voluntary sector to ensure effective working of Regional Resilience Forum.
- Key Projects: mapping regional resilience questionnaire contribution and co-ordination; prepare Regional Resilience Forum and Local Resilience Forum reports; assess regional risk; review existing arrangements; implement methodology and timescale from Department for Communities and Local Government/Central Office.
- To develop and review regional delivery plans consistent with the national capability targets that form part of the Resilience Capability Framework. To work with partners to implement the regional delivery plan.
- To represent the regional resilience tier in the development of a functional capability, to develop expertise in that capability and spread best practice and advice to other Regional Resilience Teams.

15. To manage risk performance and financial propriety.

Government Office Network (GON) non-PSA

Delivery and Corporate Support

16. To raise the levels of analysis and intelligence, improving delivery by sharing information and best practice.

Government Office Network non-PSA

Delivery and Corporate Support

17. To ensure the effective management of the office and guarantee business continuity.

Government Office Network (GON) non-PSA

Delivery and Corporate Support

18. To influence national policy.
Government Office Network (GON) non-PSA
Delivery and Corporate Support

**19. To manage, support and implement the changes required
within GONE to respond to the recommendations from the
Government Office Review – A Streamlined, Strategic Network.**

Government Office Network (GON) non-PSA
Delivery and Corporate Support

Governance and Change Management Arrangements

In response to the Review of Government Offices (March 2006) which was conducted by the Office of the Deputy Prime Minister in conjunction with Her Majesty's Treasury, Government Offices across the network are undergoing a process of change. Government Office will become aligned to their new more streamlined, strategic role in shaping national policy through local and regional expertise and coordinating sub-national work across departmental boundaries. This value-adding shift in focus will be assisted by an overall staff reduction of at least 33 per cent, as well as a strong outcome focus on future Government Office work.

To effectively drive forward the transformational change programme, the Regional Director, supported by Group Directors have formed a Change Management Steering Group that will provide senior leadership with collective and corporate responsibility for planning and managing the process.

"Implementation will require not only the leadership of Regional Directors and the Regional Coordination Unit but also a strong and supportive project management framework." (Review of the Government Office March 2006, Chapter 4 Managing the Transition, p.35, para. 4.22)

The Steering Group is supported by a Change Project Team and also by a range of Board Sub-committees, and task and finish groups working in partnership with the Trade Union Side.

Key responsibilities of the Steering Group include:

- developing, monitoring and implementing the Project Initiation Document and Local Implementation Plan
- developing and implementing the new structure
- engaging key stakeholders as part of the transition team
- identifying critical business needs through effective planning
- underpinning all staff related decisions with professional Human Resources principles
- providing clear guidance to the Change Project team
- ensuring all financial targets are met
- ensuring good communications and staff involvement throughout the process.