

Cabinet Office

Draft Structural Reform Plan

June 2010

Structural Reform Plans

Structural Reform Plans are the key tool of the Coalition Government for making departments accountable for the implementation of the reforms set out in the Coalition Agreement. They replace the old, top-down systems of targets and central micromanagement.

The reforms set out in each department's SRP are designed to turn government on its head, taking power away from Whitehall and putting it into the hands of people and communities. Once these reforms are in place, people themselves will have the power to improve our country and our public services, through the mechanisms of local democratic accountability, competition, choice, and social action.

The reform plans set out in this document are consistent with and form part of the Department's contribution to the Spending Review. All departmental spending is subject to the Spending Review.

We have adopted a cautious view of the timescales for delivering all legislative measures due to the unpredictability of pressures on Parliamentary time.

Departmental Priorities

1. Civil Service Reform

- Reform the civil service compensation scheme, change the model of departmental boards and oversee the Efficiency and Reform Group

2. Quango Reduction

- Abolish/bring into departments the majority of quangos and enforce new standards for the remaining

3. Information and Communications Technology (ICT) Strategy

- Reduce the cost structure of ICT in central government, while supporting technologies which increase citizen involvement, and our agendas of transparency and localisation

4. Driving efficiency in Government Operations

- Improve the efficiency of government operations by driving central management of core functions, including property, communications, procurement and project management

5. Transparency

- Drive the agenda towards transparency in government. Facilitate the immediate release of current data sets and introduce blanket use of open data standards

6. Support the building of the Big Society

- Encourage more Social Action and strengthen the voluntary sector through a programme to make it easier to run a voluntary sector organisation, get more resources into the sector and make it easier for the sector to work with the State

1. Civil Service Reform

Reform the civil service compensation scheme, change the model of departmental boards and oversee the Efficiency and Reform Group

ACTIONS

	Start	End
1.1 Introduce enhanced Departmental Boards to form collective operational leadership of government departments		
i. Publish new guidance for boards	Jun 2010	-
ii. Support departments to recruit and appoint department non-execs	Jun 2010	Oct 2010
1.2 Establish with HMT an Efficiency and Reform Group to oversee (a) cross cutting implementation of £6bn of efficiency savings, and (b) the implementation of spending review decisions	Jun 2010	-
1.3 Change the appraisal system		
i. Ensure new appointments for the top two layers of the SCS are on fixed term contracts	Jun 2010	Ongoing
ii. Design new Senior Civil Service appraisal process	Jun 2010	Sep 2010
1.4 Review the exit process for civil servants		
i. Change the composition of the Civil Service Appeals Board	Jun 2010	Jul 2010
ii. Reform Civil Service Compensation Scheme, with appropriate consultation	Jun 2010	Dec 2010
1.5 Review of Civil Service Terms and Conditions		
i. Introduce fiduciary responsibility	Jun 2010	Jul 2010

MILESTONES

A. Efficiency and Reform Group established	Jun 2010
B. Lead non-execs recruited for every department	Sep 2010
C. Put new appraisal system in place	Sep 2010
D. Introduce new level of Civil Service redundancy payments	Jan 2011

2. Public Bodies “Quango” Reduction

Bring the majority of Public Bodies “quangos” back into departments and enforce new standards for the remaining

ACTIONS	Start	End
2.1 Reduce the number and cost of quangos, and abolish or move into government departments all Public Bodies which do not meet one of the three tests (technical, transparency or impartiality)		
i. Confirm results of the assessment against criteria of Public Bodies with Departments to identify and implement immediate actions not requiring legislation	Jun 2010	Ongoing
ii. Review terms and conditions of board members and employees of Public Bodies which are to be removed	Jun 2010	Oct 2010
iii. Draft bill to abolish/change status of relevant Public Bodies	Jun 2010	Nov 2010
iv. Establish and have in place a robust implementation plan (for each department)	May 2010	Sep 2010
v. Parliamentary process, including Royal Assent	Nov 2010	Jul 2011
vi. Move and Abolish Public Bodies (with a non statutory function) back into Departments	Jun 2010	Jul 2011
vii. Move and Abolish Public Bodies (with a statutory function)	Sep 2011	Jan 2012
2.2 Establish review and transparency procedure for remaining		
i. Design new 3 year review process for Public Bodies	Jun 2010	Jan 2011
ii. Establish new transparent reporting process for Public Bodies	Jun 2010	Jan 2011
MILESTONES		
A. Introduce the Public Bodies Bill	Nov 2010	
B. Launch new reporting/review system for Public Bodies	Jan 2011	
C. Bring back into department/abolish relevant Public Bodies	Jan 2012	

3. ICT Strategy (1/2)

Reduce the cost structure of information and communications technology in central government, while supporting technologies which increase citizen involvement, transparency and localisation

ACTIONS	Start	End
3.1 Increase powers of CIO to drive the integration and improve value for money of ICT infrastructure		
i. Set up infrastructure for new CIO office and increase central CIO powers	Jun 2010	Aug 2010
ii. Start the roll out cross-departmental asset register on a common ICT infrastructure	Oct 2010	Apr 2011
iii. Publish performance details on all ICT projects above £1m	Sep 2010	Ongoing
3.2 Conduct negotiations with suppliers to reduce annual ICT spend immediately	Jun 2010	Dec 2010
3.3 Create new procurement process with Treasury		
i. Identify cross-department pipeline of upcoming /ongoing tenders/negotiations through the moratorium and project review	Jun 2010	Aug 2010
ii. Agree with Treasury conditions under which a project is “released” from moratorium	Jun 2010	Jul 2010
iii. Work with OGC to develop a new approach to ICT procurement enabling greater use of SMEs, a much shorter timescale and lower costs to all parties	Nov 2010	Mar 2011
3.4 Identify ICT projects/programmes to terminate and organise/assure decommissioning		
i. Support Department for Education and Home Office in decommissioning / reshaping Contact Point and ID Cards	Jun 2010	Dec 2010
ii. Identify computer systems for decommissioning, then conduct decommissioning with departments	Jun 2010	Mar 2011
MILESTONES		
A. Implement moratorium on contract signings	Jun 2010	
B. Decommission/Reshape Contact Point and ID cards and other projects/systems following the project review	Dec 2010	

3. ICT Strategy (2/2)

Reduce the cost structure of information and communications technology in central government, while supporting technologies which increase citizen involvement, transparency and localisation

ACTIONS

3.5 Create new processes for commissioning and running IT projects and services

- i. Create level playing field for open source software and consider government cloud computing
- ii. Establish government wide open standards (including those relating to security)
- iii. Establish IT skunk works team to assess and develop faster ways of developing ICT
- iv. Publish guidance on the £100m maximum contract size and the aspiration to reduce the scale of large ICT projects

Start	End
Jun 2010	Ongoing
Jun 2010	Ongoing
Nov 2010	Ongoing
Jun 2010	Aug 2010

3.6 Devise a government-wide strategy on digital engagement and enablement

Jun 2010	Ongoing
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MILESTONES

- A. Central renegotiation of large contracts to reduce cost base

Dec 2011

4. Driving Efficiency in Government Operations (1/2)

Improve the efficiency of government operations by driving central management of core functions, including property, communications, procurement and project management

ACTIONS	Start	End
4.1 Centralise commodity procurement		
i. Identify list of items to be procured centrally	Jun 2010	Jun 2010
ii. Communicate changes to departments and roll out central procurement	Jun 2010	Mar 2011
iii. Identify the threshold for projects to be procured centrally	Jun 2010	Jun 2010
iv. Communicate changes to departments and roll out central procurement	Jun 2010	Dec 2010
4.2 Enhance public sector markets		
i. Examine existing codes relating to public sector markets	Jun 2010	Sep 2010
ii. Examine opportunities for further private and voluntary sector involvement in service delivery	Jun 2010	Sep2010
iii. Identify areas for mutualisation	Jun 2010	Sep 2010
iv. Work with departments to ensure mutualisation	Sep 2010	Dec 2010
4.3 Change the process for managing large projects		
i. Undertake review of significant Government projects	Jun 2010	Jul 2010
ii. Strengthen and mandate integrated assurance of Government funded projects	Sep 2010	Dec 2010
iii. Require departments to publish Gateway reports	Sep 2010	Dec 2010
iv. Communicate and implement changes with departments and establish a visible reporting regime including a new public Annual report on Major Projects	Jun 2010	Dec 2010
MILESTONES		
A. Central procurement of commodity products established	Dec 2010	
B. Enhance public sector markets	Dec 2010	
C. Key contracts renegotiated	Dec 2010	

4. Driving Efficiency in Government Operations (2/2)

Take steps to open up government procurement and reduce costs

ACTIONS	Start	End
4.4 Cut the costs of existing government contracts		
i. Identify list of contracts to be renegotiated and develop market intelligence (including unit pricing, supplier landscape and industry benchmarking)	Jun 2010	Sep 2010
ii. Realise the savings during central renegotiation of government contracts	Sep 2010	Mar 2011
4.5 Review government advertising model		
i. Explore payment by results model and explore wider reaching advertising partnerships	Jun 2010	End 2010
4.6 Work with Shareholder Executive supported by HMT to create a central management model for the ownership of government property		
i. Create models for the strategic asset management of the central civil and operational estate through the government property unit located in the Shareholder Executive	Jun 2010	Sep 2010
ii. Impose moratorium on signing new property leases or lease extensions	Jun 2010	Mar 2011
4.7 Work with DECC and government departments to improve energy efficiency		
i. Develop programme of action and performance management regime to deliver 10% energy efficiency improvements in Whitehall in 12 months	Jun 2010	Mar 2011
4.8 Simplify and take costs out of services		
i. Support departments to simplify services	Aug 2010	Mar 2011
ii. Support departments to reduce costs of transactional services including putting more services online	July 2010	Mar 2011
MILESTONES		
A. Key contracts renegotiated	Dec 2010	
B. Property moratorium underway	Jun 2010	
C. Support spending review on reducing costs of services	Oct 2010	

5. Transparency (1/2)

Drive the agenda towards transparency in government, including co-ordinating the quick release of key government data sets

ACTIONS

5.1 Enforce greater transparency in central government spend

- i. Work with HMT to publish the Combined Online INformation System (COINS)
- ii. Publish all new central government tender documents above £10,000 on a single website free of charge
- iii. Work with HMT to require full, online disclosure of all central government spending
- iv. All new central government contracts to be published

Start	End
Jun 2010	Ongoing
Jun 2010	Sep 2010
Jun 2010	Nov 2010
Jun 2010	Jan 2011

5.2 Create a new “right to data” in conjunction with MoJ on FOI/legislation

- i. Ensure that government-held datasets can be requested and used by the public
- ii. Publish publically-held non-personal datasets on a regular basis, including: (a) crime data, (b) education data, (c) health data, (d) Parliamentary Bills and (e) real-time MP expenses
- iii. Require public bodies to publish all data in an open and standardised format, so that it can be used easily and with minimal cost by third parties

Jun 2010	By 2013
Jun 2010	Ongoing
Jun 2010	Ongoing

5.3 Drive transparent reporting

- i. Create a model for an efficiency scorecard
- ii. Publish an efficiency scorecard for main government departments

May 2010	Sep 2010
Sep 2010	Jan 2011

MILESTONES

- A. COINS published
- B. All tenders >£10k on a single website
- C. Spending >£25k published

Jun 2010
Sep 2010
Nov 2010

5. Transparency (2/2)

Drive the agenda towards transparency in government, including co-ordinating the quick release of key government data sets

ACTIONS

5.4 Hold staff in public bodies to account

- | | Start | End |
|--|--------------|------------|
| i. Publish details of senior Civil Servants (including quangos) with salaries more than £150,000 | Jun 2010 | Jul 2010 |
| ii. Require public bodies to publish online the job titles of every member of staff and the salaries and expenses of senior officials paid more than the lowest salary permissible in Pay Band 1 of the Senior Civil Service pay scale, and organograms that include all positions in those bodies | Jun 2010 | Sep 2010 |
| iii. Require anyone paid more than the Prime Minister in the centrally funded public sector to have their salary signed off by the Treasury | Jun 2010 | Ongoing |
| iv. Work with the Leader of the House of Commons to strengthen the powers of Select Committees to scrutinise major public appointments | Jun 2010 | Ongoing |
| v. Introduce new protections for whistleblowers in the public sector | Jun 2010 | Ongoing |

5.5 Work with DECC to introduce transparency in energy use by government headquarter buildings

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|---|----------|----------|
| i. Mandate release of data and publish online | Jun 2010 | Sep 2010 |
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5.6 Work with CLG to ensure that transparency principles are applied at the local level

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|--|----------|---------|
| i. Require all councils to publish meeting minutes, and local service & performance data | Jun 2010 | - |
| ii. Require all councils to publish items of spending above £500, and publish contracts and tender documents in full | Jun 2010 | Ongoing |

MILESTONES

- | | |
|--|----------|
| A. Publish salaries of top Civil Servants and NDPB officials over £150,000 | Jul 2010 |
| B. Senior Civil Service salaries and full organograms published | Oct 2010 |
| C. Government building energy use published | Sep 2010 |

6. Big Society (1/2)

Support the building of the Big Society encourage more Social Action .Make it easier to run a charity, social enterprise or voluntary organisation, by getting more resources into the sector and making it easier for sector organisations to work with the State. Ensure that implications for the disadvantaged are reflected in policy development

ACTIONS

6.1 Make it easier to run a charity, social enterprise or voluntary organisation

- | | Start | End |
|--|--------------|------------|
| i. Reduce the bureaucratic burden on small civil society organisations | Jun 2010 | Sep 2010 |
| ii. Set up a joint CO-BIS taskforce to investigate burdens and provide recommendations on how to reduce them | Jul 2010 | Jan 2011 |
| iii. Consult on improving the effectiveness of infrastructure to support frontline organisations | Jul 2010 | Apr 2011 |

6.2 Get more resources into the sector - social investment, giving and philanthropy

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|--|----------|----------|
| i. Work with HMT to use funds from dormant bank accounts to establish a “Big Society Bank”, to provide new finance for social enterprises ,charities, neighbourhood groups | Jun 2010 | Apr 2011 |
| ii. Work with HMT and other relevant departments, to review options to incentivise more social investment and philanthropy | Jun 2010 | Jan 2011 |

6.3 Make it easier for sector organisations to work with the State (1/2)

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|---|----------|----------|
| i. Identify and agree the reform required to reduce bureaucracy and increase trust in the public commissioning process , while creating a more level playing field for the voluntary sector | Jun 2010 | Dec 2010 |
| ii. Devise and implement measures to improve transparency; consultation and accountability in the relations between Sector and State | Jun 2010 | Dec 2010 |

MILESTONES

- | | |
|--|----------|
| A. Parliament invited to create a Select Committee for Civil Society | Nov 2010 |
| B. Implementation of changes to commissioning process begins | Jan 2011 |
| C. First funds from Big Society Bank available | Apr 2011 |
| D. Actions to reduce burden of bureaucracy on the voluntary sector | Feb 2011 |

6. Big Society (2/2)

Support the building of the Big Society encourage more Social Action. Make it easier to run a charity, social enterprise or voluntary organisation, by getting more resources into the sector and making it easier for sector organisations to work with the State. Ensure that implications for the disadvantaged are reflected in policy development

ACTIONS

6.3 Make it easier for sector organisations to work with the State (2/2)

- iii. Support the creation of mutuals, co-operatives, charities and social enterprises to have a greater involvement in public services by giving public sector workers a new right to form employee-owned co-operatives

Start	End
Jun 2010	Ongoing

6.4 Develop a social norms agenda

- i. Explore how to make regular volunteering an element of civil service staff appraisals; identify and publish data to give greater detail of Government support for social action
- ii. Break down barriers to social action and volunteering

Jun 2010	Dec 2010
Jun 2010	Ongoing

6.5 Build the Big Society by encouraging volunteering and involvement in social action

- i. Launch a national day to celebrate social action
- ii. Train a new generation of community organisers

Jun 2010	Ongoing
Jun 2010	Jan 2011

6.6 Begin development of a National Citizens Service

- i. Undertake preparatory work for pilots, identifying appropriate Local Authorities
- ii. Develop a roll-out plan

Jun 2010	Sep 2010
Jun 2010	Sep 2010

MILESTONES

- A. Announce date for day to celebrate social action
- B. Fund created to support creation of neighbourhood groups

Sep 2010
Dec 2010

Coalition Commitments (1/2)

The Government believes that we need to throw open the doors of public bodies, to enable the public to hold politicians and public bodies to account. We also recognise that this will help to deliver better value for money in public spending, and help us achieve our aim of cutting the record deficit. Setting government data free will bring significant economic benefits by enabling businesses and non-profit organisations to build innovative applications and websites.

Included in key priorities of the SRP:

- We will require public bodies to publish online the job titles of every member of staff and the salaries and expenses of senior officials paid more than the lowest salary permissible in Pay Band 1 of the Senior Civil Service pay scale, and organograms that include all positions in those bodies.
- We will require anyone paid more than the Prime Minister in the centrally funded public sector to have their salary signed off by the Treasury.
- We will regulate lobbying through introducing a statutory register of lobbyists and ensuring greater transparency.
- We will also pursue a detailed agreement on limiting donations and reforming party funding in order to remove big money from politics.
- We will strengthen the powers of Select Committees to scrutinise major public appointments.
- We will introduce new protections for whistleblowers in the public sector.
- We will take steps to open up government procurement and reduce costs; and we will publish government ICT contracts online.
- We will create a level playing field for opensource software and will enable large ICT projects to be split into smaller components.
- We will require full, online disclosure of all central government spending and contracts over £25,000.
- We will create a new 'right to data' so that government-held datasets can be requested and used by the public, and then published on a regular basis.
- We will require all councils to publish meeting minutes and local service and performance data.

Coalition Commitments (2/2)

- We will require all councils to publish items of spending above £500, and to publish contracts and tender documents in full.
- We will ensure that all data published by public bodies is published in an open and standardised format, so that it can be used easily and with minimal cost by third parties.

The Government believes that the innovation and enthusiasm of civil society is essential in tackling the social, economic and political challenges that the UK faces today. We will take action to support and encourage social responsibility, volunteering and philanthropy, and make it easier for people to come together to improve their communities and help one another.

- We will support the creation and expansion of mutuals, co-operatives, charities and social enterprises, and enable these groups to have much greater involvement in the running of public services. We will give public sector workers a new right to form employee-owned co-operatives and bid to take over the services they deliver. This will empower millions of public sector workers to become their own boss and help them to deliver better services.
- We will train a new generation of community organisers and support the creation of neighbourhood groups across the UK, especially in the most deprived areas.
- We will take a range of measures to encourage charitable giving and philanthropy.
- We will introduce National Citizen Service. The initial flagship project will provide a programme for 16 year olds to give them a chance to develop the skills needed to be active and responsible citizens, mix with people from different backgrounds, and start getting involved in their communities.
- We will use funds from dormant bank accounts to establish a 'Big Society Bank', which will provide new finance for neighbourhood groups, charities, social enterprises and other non-governmental bodies.
- We will take a range of measures to encourage volunteering and involvement in social action, including launching a national day to celebrate and encourage social action, and make regular community service an element of civil service staff appraisals.