

Business Plan 2011–2015

Cabinet Office

November 2010

This plan will be refreshed annually

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A) Vision

The Cabinet Office sits at the centre of government, with the overarching purpose of making government work better. We support the Prime Minister, the Deputy Prime Minister and the Cabinet, helping to ensure effective development, coordination and implementation of policy and operations across all government departments. We also lead work to ensure that the Civil Service provides the most effective and efficient support to the Government to help it meet its objectives.

Through the Efficiency and Reform Group, we will be at the centre of efforts to achieve more for less. This means a reduction in wasteful Whitehall spending on consultancy, information and communications technology, property and advertising, and leveraging the Government's buying power to reduce spending on commodities. Our focus on achieving more for less also means a transformation in how the state interacts with citizens, by making more use of efficient and effective web-based solutions. Technology will no longer be focused on the development of huge, proprietary and risky systems, but instead on more open, flexible and local solutions.

The Cabinet Office will support departments to open up public service delivery to a whole range of new providers, helping to build the Big Society. We will change structures so that public sector provision is more open to voluntary organisations, social enterprises and small businesses. We will help shift the balance of activities away from the state and empower people and communities by catalysing the creation of co-operatives, mutuals and joint ventures. We will give taxpayers the ability to hold public servants to account and enable users of public services to choose between providers, by delivering greater transparency in central government and across public services.

A) Vision

At the same time, we will make it easier to run charities and voluntary organisations, overhaul their relationship with the state, grow the social investment market and support the growth of social capital in neighbourhoods. One of our central tasks will be building National Citizen Service into a programme that helps build a more cohesive, responsible and engaged society.

Through the Deputy Prime Minister's Group, we will rebalance power and accountability between state, communities and the citizen, and increase civil liberties. Major political reform measures will include fixed term parliaments, reform of both Houses of Parliament, and giving the electorate more of a say in how MPs are elected and held to account.

The National Security Secretariat will support the effective operation of the new National Security Council, prepare for and manage the coordination of the Government's response to crises, plan and manage a transformative cyber security programme for the UK, and develop a better framework for the management of national security and intelligence material in the courts.

By reforming and coordinating, driving efficiency and transparency, and helping to build the Big Society, we want the Cabinet Office, which includes the Prime Minister's Office, to return to its historical role at the centre of government. We will work closely with Her Majesty's Treasury to ensure that the Coalition works effectively in its mission to bring greater freedom, fairness and responsibility to our country.

B) Coalition Priorities

Structural Reform Priorities

- 1. Drive efficiency and effectiveness in government**
 - Make central government more efficient and effective, by spending taxpayers' money more wisely, abolishing unnecessary quangos and reforming the Civil Service
- 2. Increase transparency in the public sector**
 - Publish information that will give taxpayers the ability to hold public servants to account and enable users of public services to choose between providers
- 3. Reform our political and constitutional system**
 - Support efforts to give power to people and communities by redistributing control away from Britain's over-centralised state
- 4. Build the Big Society**
 - Build the Big Society by promoting community empowerment, opening up public services and encouraging social action
- 5. Promote social mobility**
 - Help to deliver a fairer, more open and more mobile society

B) Coalition Priorities

Other major responsibilities

Support effective cabinet government

- Ensure that the Prime Minister and Deputy Prime Minister have access to high quality advice and briefing to support their cross-government responsibilities
- Ensure that the Minister for the Cabinet Office and Minister for Government Policy have access to high quality advice and briefing
- Support the development, coordination and implementation of the Government's economic, domestic, EU and global policy objectives
- Support the effective operation of the National Security Council by preparing for and managing the coordination of the Government's response to crises, planning and managing a transformative cyber security programme for the UK, and developing a better framework for the management of national security and intelligence material in the courts

Parliamentary counsel

- Support the delivery of the Government's legislative programme, the management of the Government's Parliamentary business and the highest standards of legislative drafting

Census

- Encourage the delivery of a successful Census on 27 March 2011 by the UK Statistics Authority and help the UK Statistics Authority to develop and deliver census alternatives

B) Coalition Priorities

The Department will no longer...

...allow Whitehall to spend taxpayers' money inefficiently. We have started this process by putting in place moratoria on spending on ICT, consulting, travel, advertising and marketing, and on recruiting for non-front line purposes.

...allow Whitehall to duplicate functions and waste money in procuring commodities. Instead, we will create a single national category management structure for the procurement of commodities.

...pursue the Government's aims through the old-fashioned tools of bureaucracy and top-down control from the centre. Instead, we will drive a shift to democratic accountability by giving people access to the data they need to hold public servants to account.

C) Structural Reform Plan

The Coalition is committed to a programme of reform that will turn government on its head. We want to bring about a power shift, taking power away from Whitehall and putting it into the hands of people and communities, and a horizon shift, making the decisions that will equip Britain for long term success. For too long citizens have been treated as passive recipients of centralised, standardised services. This Government is putting citizens back in charge, and Structural Reform Plans are part of this shift of power from government to people.

This section sets out how, and when, the Department will achieve the reforms that are needed to make this happen. Structural Reform Plans are key tools for holding departments to account for the implementation of Programme for Government commitments, replacing the old top-down systems of targets and central micromanagement.

Each month, the Department publishes a simple report on its progress in meeting these commitments. These reports are available on our departmental website and on the Number 10 website.

All legislative timings and subsequent actions are subject to Parliamentary timetable and approval.

1. Drive efficiency and effectiveness in government

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Make central government more efficient and effective, by spending taxpayers' money more wisely, abolishing unnecessary quangos and reforming the Civil Service

<u>ACTIONS</u>	<u>Start</u>	<u>End</u>
1.1 Use centrally aggregated commodity procurement to drive scale economies		
i. Identify list of items to be procured centrally	Completed	-
ii. Design new operating model for aggregating procurement	Started	Nov 2010
iii. Agree cross-departmental spending controls with Her Majesty's Treasury	Completed	-
iv. Communicate new operating model to departments and roll out new procurement system	Dec 2010	Mar 2011
1.2 Support new forms of provision in the public sector, including mutuals, co-operatives, joint ventures and new forms of outsourcing		
i. Launch the next phase of pathfinder mutuals	Started	Dec 2010
ii. Develop proposals on existing codes relating to public sector markets	Jan 2011	Jan 2011
iii. Publish plans in the Public Service Reform White Paper to expand employee ownership of public services by increasing the number of new structures including co-operatives, mutuals, and spin-outs, and providing details of how to establish a right to mutualise throughout public services	Jan 2011	Jan 2011
iv. Help to establish an external advisory group to support mutual creation	Started	Feb 2011
<u>MILESTONES</u>		
A. Plans to expand all forms of employee ownership in the public sector published in the Public Service Reform White Paper	Jan 2011	
B. New government procurement system in place to centralise procurement of commonly used categories and commodities including energy, office supplies, professional services, ICT, telecoms, fleet, printing, marketing and media	Mar 2011	

1. Drive efficiency and effectiveness in government

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Make central government more efficient and effective, by spending taxpayers' money more wisely, abolishing unnecessary quangos and reforming the Civil Service

ACTIONS	Start	End
1.3 Cut the costs of existing government contracts and improve long term supplier management		
i. Identify list of contracts to be renegotiated and develop market intelligence (including unit pricing, supplier landscape and industry benchmarking)	Completed	-
ii. Realise the savings during central renegotiation of government contracts	Started	Mar 2011
iii. Build capability to support large departmental supplier negotiations, particularly for outsourcings and ICT	Started	Dec 2010
iv. Introduce centrally co-ordinated supplier management	Started	Jul 2011
1.4 Change the process for managing large projects		
i. Review all government funded major projects judged to be at risk, in order to maximise savings through stopping or re-scoping projects	Completed	-
ii. Establish the Efficiency and Reform Group (ERG) as the central authority for the Government's major projects	Started	Nov 2010
iii. Implement a new mandated integrated assurance and reporting regime for all major projects, including a system for working with all government departments	Started	Mar 2011
iv. Publish first annual report on government funded major projects	Dec 2011	Dec 2011

MILESTONES

C. New reporting regime for all major government projects introduced	Mar 2011
D. Total savings realised from contract renegotiations announced	May 2011
E. First annual report on government funded major projects published	Dec 2011

1. Drive efficiency and effectiveness in government

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Make central government more efficient and effective, by spending taxpayers' money more wisely, abolishing unnecessary quangos and reforming the Civil Service

ACTIONS	Start	End
1.5 Work with the Department of Energy and Climate Change (DECC), the Department for Environment, Food and Rural Affairs (DEFRA) and other government departments to improve energy and resource efficiency		
i. Develop programme of action and performance management regime to deliver 10% reduction in carbon emissions in government departments in 12 months	Started	May 2011
1.6 Simplify and take costs out of services		
i. Develop plan to create Whitehall-wide shared services for back-office functions	Started	Mar 2011
ii. Combine existing departmental academies to support other departments in simplifying their front and back-office services and reducing the cost of transactional services	Started	May 2011
1.7 Improve the management of the public sector estate		
i. Impose moratorium on signing new property leases or lease extensions	Completed	-
ii. Develop plans to centrally manage the public sector estate through the Government Property Unit	Started	Mar 2011
iii. Develop and publish a new set of property controls across the central civil and operational estates	Started	Mar 2011

MILESTONES

F. Moratorium on new property leases introduced	Complete	
G. New model for Whitehall shared services published	Mar 2011	
H. Central management pilots and new set of property controls introduced	Apr 2011	
I. Cabinet Office carbon emissions reduced by 10% over previous 12 months	May 2011	

1. Drive efficiency and effectiveness in government

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Make central government more efficient and effective, by spending taxpayers' money more wisely, abolishing unnecessary quangos and reforming the Civil Service

ACTIONS	Start	End
1.8 Review government advertising model		
i. Impose moratorium on central government advertising	Completed	-
ii. Publish a review of government advertising, encompassing potential for payment by results model, using government channels, and a US-style Ad Council	Started	Mar 2011
iii. Begin to implement results of review	Apr 2011	Apr 2011
1.9 Integrate ICT infrastructure across central government, and improve value for money in ICT		
i. Increase the Chief Information Officer's power to integrate ICT across government	Completed	-
ii. Draft ICT infrastructure strategy, including government cloud computing strategy	Completed	-
iii. Begin regular publication of performance details of all ICT projects above £1m	Sep 2010 (overdue)	
iv. Complete the first version of a cross-departmental asset register	May 2011	May 2011
1.10 Create new ICT procurement process		
i. Introduce moratorium so that no new ICT contract is signed without ERG approval	Completed	-
ii. Agree with HMT conditions under which a project is released from moratorium	Completed	-
iii. Identify cross-department pipeline of upcoming or ongoing tenders and negotiations through the moratorium and project review	Completed	-

MILESTONES

J. Moratorium on new central government advertising introduced	Complete
K. Moratorium on ICT contract signings implemented	Complete
L. Review of government advertising published	Mar 2011

1. Drive efficiency and effectiveness in government

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Make central government more efficient and effective, by spending taxpayers' money more wisely, abolishing unnecessary quangos and reforming the Civil Service

ACTIONS	Start	End
1.10 Create new ICT procurement process (continued)		
iv. Publish report outlining a new approach to ICT procurement enabling greater use of small and medium sized enterprises (SMEs), a much shorter timescale and lower costs to all parties	Started	Mar 2011
v. Begin publication of status report on use of SMEs in procurement	Dec 2011	Dec 2011
1.11 Identify ICT projects and programmes to terminate and ensure that these are decommissioned		
i. Identify first tranche of projects and programmes to terminate through the major project review and the review of internal ICT projects	Completed	-
ii. Agree which of first tranche of projects and programmes should be terminated or rescope and begin decommissioning	Started	Jan 2011
iii. Develop process for ongoing review of future projects	Started	Feb 2011
iv. Begin publication of regular status report on identified projects and programmes verifying decommissioning	Dec 2011	Dec 2011
1.12 Improve the rules around designing and running ICT projects and services		
i. Publish guidance on the presumption that ICT projects should not exceed £100m in total value and the aspiration to reduce the scale of large ICT projects	Aug 2010 (overdue)	
ii. Evaluate existing procurement rules designed to ensure a level playing field for open source software and explore options for strengthening current practice	Started	Dec 2010
MILESTONES		
M. First tranche of ICT projects identified in major projects review decommissioned	Jan 2011	
N. First regular status report on use of SMEs in procurement published	Dec 2011	

1. Drive efficiency and effectiveness in government

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Make central government more efficient and effective, by spending taxpayers' money more wisely, abolishing unnecessary quangos and reforming the Civil Service

<u>ACTIONS</u>	<u>Start</u>	<u>End</u>
1.12 Improve the rules around designing and running ICT projects and services		
(continued)		
iii. Establish draft government open standards (including those relating to security) and crowd-source for feedback	Started	Jan 2011
iv. Establish IT skunk works to assess and develop faster and cheaper ways of using ICT in government	Started	Nov 2010
v. Announce new open standards and procurement rules for ICT, including right for skunk works to be involved prior to launch of procurement	Jan 2011	Jan 2011
1.13 Create a new government channel strategy to increase engagement, lower costs, and improve the delivery of online services		
i. Carry out review of overall digital engagement strategy, including future role of Directgov	Started	Nov 2010
ii. Mandate 'channel shift' (move online) in selected government services	Nov 2010	May 2011
iii. Review websites for decommissioning, working with relevant departments	Jan 2011	May 2011
iv. Begin to implement new digital engagement strategy, including channel shift and website decommissioning	Jun 2011	Jun 2011

MILESTONES

O. IT skunk works in place	Nov 2010
P. Digital engagement review published	Nov 2010
Q. New ICT open standards and procurement rules announced	Jan 2011
R. First quarterly data released on number of central government websites	May 2011

1. Drive efficiency and effectiveness in government

(p.7 of 10)

Make central government more efficient and effective, by spending taxpayers' money more wisely, abolishing unnecessary quangos and reforming the Civil Service

ACTIONS	Start	End
1.14 Introduce enhanced departmental boards to form the collective operational leadership of government departments		
i. Publish new protocol for boards	Completed	-
ii. Support departments to recruit and appoint all department lead non-executive board members	Started	Jan 2011
iii. Support departments in appointing wider non-executive board members	Started	Jul 2011
1.15 Improve the public appointment process		
i. Publish an action plan to deliver the aspiration that, by the end of this Parliament, at least half of all new appointees to the boards of public bodies are women	Nov 2010	Mar 2011
ii. Strengthen the role of the Cabinet Office in the public appointment process and publish new guidance on making and managing public appointments	Nov 2010	Mar 2011
1.16 Reduce the number and cost of public bodies by abolishing or moving into government departments all public bodies except those that pass one of three tests: demonstrating that they are necessary for transparency, impartiality or because they undertake a technical function		
i. Assess each public body against the three tests to establish a view on whether they should continue to exist	Completed	-
ii. Support departments in developing a robust implementation plan	Completed	-
iii. Review terms and conditions of board members and employees of public bodies which are to be removed	Completed	-
MILESTONES		
S. Lead non-executive board members recruited for every department	Jan 2011	
T. Action plan on increasing the number of women on public boards published	Mar 2011	

1. Drive efficiency and effectiveness in government

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Make central government more efficient and effective, by spending taxpayers' money more wisely, abolishing unnecessary quangos and reforming the Civil Service

ACTIONS	Start	End
1.16 Reduce the number and cost of public bodies (continued)		
iv. Draft Bill to abolish/change status of relevant public bodies	Completed	-
v. Abolish public bodies with a non-statutory function, moving any relevant functions back into departments	Started	Jul 2011
vi. Introduce legislation to abolish/change status of relevant public bodies	Nov 2010	Nov 2010
vii. Abolish public bodies with a statutory function, moving any relevant functions back into departments	Sep 2011	Jan 2012
viii. ERG to begin publication of quarterly status check of relevant public bodies until all are confirmed as fully decommissioned	Jan 2011	Jan 2011
1.17 Establish review and transparency procedure for remaining public bodies		
i. Design new process to review remaining public bodies against three tests	Started	Feb 2011
ii. Establish new transparent reporting process for public bodies	Started	Feb 2011
iii. First annual review of remaining public bodies published	Jan 2012	Jan 2012
1.18 Reform Civil Service performance management and bonus system		
i. Update performance management process for the Senior Civil Service (SCS) to ensure that it orients objectives, promotions and bonuses to the achievement of business plan metrics	Started	Apr 2011

MILESTONES

U. Public Bodies Bill introduced	Nov 2010
V. First quarterly status check confirming the decommissioning of relevant public bodies published	Jan 2011
W. New reporting/review system for remaining public bodies launched	Feb 2011
X. Reformed Senior Civil Service performance management system in place	Apr 2011

1. Drive efficiency and effectiveness in government

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Make central government more efficient and effective, by spending taxpayers' money more wisely, abolishing unnecessary quangos and reforming the Civil Service

ACTIONS	Start	End
1.18 Reform Civil Service performance management and bonus system (continued)		
ii. Work with departments to sharpen performance management processes for staff below the SCS	Started	Apr 2011
iii. Update the Permanent Secretary appraisal process, taking account of business plan deliverables	Started	Apr 2011
iv. Introduce new performance management and appraisal processes that include a new 'civic service' component	Apr 2011	Apr 2011
1.19 Introduce a more flexible and modern employee offer to the civil service		
i. Change the composition of the Civil Service Appeal Board	Completed	-
ii. Review other terms and conditions of service, including cross-departmental posting, outplacement support, sick pay, fiduciary responsibility, notice periods, bonuses and pay scales	Started	Feb 2011
iii. Reform the Civil Service Compensation Scheme, with appropriate consultation	Started	Dec 2010
iv. Publish plan to help former civil servants find work with proposals to support them to move into the private sector and into self-employment, including options on franchises	Mar 2011	Mar 2011
MILESTONES		
Y. Updated Permanent Secretary appraisal process in place	Apr 2011	

2. Increase transparency in the public sector

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Publish information that will give taxpayers the ability to hold public servants to account and enable users of public services to choose between providers

ACTIONS	Start	End
2.1 Enforce greater transparency in central government and public bodies		
i. Publish details of senior civil servants (including those in public bodies) with salaries more than £150,000	Completed	-
ii. Require public bodies to publish online organograms with the name, job title and salary of all senior civil servants at director level and above; the job title of all senior civil servants at deputy director level, along with the number of staff in their team and the breakdown of their grades; the total salary cost of each team reporting to deputy directors, job descriptions for senior roles and team functions	Completed	-
iii. Publish all new central government tender documents above £10,000 on a single website free of charge	Completed	-
iv. Work with HMT to require full online disclosure of all central government spending over £25,000	Started	Nov 2010
v. Publish all new central government contracts over £10,000 in full, with appropriate security exemptions	Started	Jan 2011
vi. Work with HMT to investigate options, benefits and costs of lowering the disclosure of central government spending to £500	Started	Apr 2011
vii. Require departments to publish procurement timetables and progress against procurement timetables for all new procurements	Jan 2011	Jan 2011
viii. Open up government job opportunities more widely by advertising on a single site	Mar 2011	Oct 2011
MILESTONES		
A. Central government expenditure over £25,000 disclosed	Nov 2010	

2. Increase transparency in the public sector

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Publish information that will give taxpayers the ability to hold public servants to account and enable users of public services to choose between providers

ACTIONS	Start	End
2.2 Develop a transparent reporting regime so that public service providers and government can be held to account		
i. Support departments in developing their draft information strategies, summarising their overall plan for the transparent publication of data, including the key datasets that will be made available and when	Started	Mar 2011
ii. Publish a performance scorecard for each department, drawn from information in the departmental business plans	Mar 2011	Apr 2011
2.3 Create a new “right to data” in conjunction with the Ministry of Justice		
i. Work with the Transparency Board to set requirements for departments to publish data in an open and standardised format, so that it can be used easily and with minimal cost by third parties	Completed	-
ii. Require central government departments and arm’s length bodies to commit to implementing a “right to data” in their information strategies, giving the public access to datasets they request	Started	Mar 2011
iii. Amend Freedom of Information guidance to extend “right to data” to public services	Nov 2010	Mar 2011
iv. Introduce legislative amendments to Freedom of Information Act to strengthen “right to data”	Nov 2010	Dec 2011
MILESTONES		
B. Draft information strategy for each department published	Nov 2010	
C. Performance scorecard for each department published	Apr 2011	

2. Increase transparency in the public sector

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Publish information that will give taxpayers the ability to hold public servants to account and enable users of public services to choose between providers

ACTIONS	Start	End
2.4 Work with the Department for Communities and Local Government (CLG) to ensure that transparency principles are applied at the local level		
i. Support CLG in their work to release datasets held by CLG, publish items of spending, contracts and tenders above £500, and job titles and salaries for senior council officers	Started	Dec 2010
2.5 Use transparency and behavioural insights to achieve government policy objectives		
i. Work with DECC to introduce transparency in energy use in government headquarter buildings	Completed	-
2.6 Drive release of high value datasets		
i. Work with BIS and HMT to create a Public Data Corporation	Started	Apr 2011
ii. Work with the Shareholder Executive to drive the release of core reference data for free re-use from the Public Data Corporation	Nov 2010	Apr 2011
MILESTONES		
D. Public Data Corporation created	Apr 2011	

3. Reform our political and constitutional system

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Support efforts to give power to people and communities by redistributing control away from Britain's over-centralised state

ACTIONS	Start	End	Lead
3.1 Establish fixed-term Parliaments			
i. Introduce legislation to set the date of the next general election as 7 May 2015 and to make provision for fixed-term Parliaments of 5 years	Completed	-	COCG* *Cabinet Office Constitution Group
3.2 Reform the House of Lords			
i. Establish a committee to bring forward draft legislative proposals for a wholly or mainly elected upper chamber on the basis of proportional representation	Completed	-	COCG
ii. Introduce legislation to implement necessary changes	May 2012	May 2012	COCG
3.3 Introduce a power of recall			
i. Bring forward legislation enabling voters to force a by-election	May 2012	May 2012	COCG
3.4 Introduce extra support for people with disabilities who want to become MPs, councillors or elected officials			
i. Review section 141 of the Mental Health Act 1983	Started	Nov 2012	COCG
3.5 Reform the House of Commons			
i. Present proposals to the House of Commons for the implementation of major recommendations of the Wright Committee, including Backbench Business Committee	Completed		LHC* *Leader of the House of Commons
ii. Present proposals to the House of Commons for the implementation of remaining recommendations of the Wright Committee	Dec 2010	Dec 2010	LHC

MILESTONES

- | | | |
|----|--|----------|
| A. | New Backbench Business Committee established | Complete |
| B. | Committee brings forward draft legislative proposals for new upper chamber | May 2011 |

3. Reform our political and constitutional system

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Support efforts to give power to people and communities by redistributing control away from Britain's over-centralised state

<u>ACTIONS</u>	<u>Start</u>	<u>End</u>	<u>Lead</u>
3.5 Reform the House of Commons (continued)			
iii. Bring forward proposals for the reform of Parliamentary privilege	Dec 2011	Dec 2011	LHC
iv. Establish House Business Committee by third year of Parliament	Dec 2013	Dec 2013	LHC
3.6 Reform legislative processes			
i. Present proposals to the House of Commons to ensure that any petition that secures 100,000 signatures within a given year will be eligible for formal debate in Parliament, and that the petition with the most signatures be tabled as a Bill	Dec 2010	Dec 2010	LHC
ii. Present proposals to the House of Commons to introduce a new 'public reading stage' for Bills to give the public an opportunity to comment on proposed legislation online for use in a dedicated 'public reading day' within a Bill's committee stage	Dec 2010	Dec 2010	LHC
3.7 Make wider Parliamentary reforms			
i. Identify and implement first tranche of measures to cut the 'perks and bureaucracy' of Parliament	Started	Mar 2011	LHC
ii. Publish the Senior Salaries Review Body's (SSRB) report on MPs' pensions	Completed	-	LHC
iii. In light of the SSRB report and Lord Hutton's subsequent recommendations, publish proposals for cost-saving changes to MPs' pensions	Started	Apr 2011	LHC
iv. Transfer responsibility for MPs' pensions to Independent Parliamentary Standards Authority, following legislation if necessary	Apr 2012	Apr 2012	LHC
<u>MILESTONES</u>			
C. Petitioning mechanism introduced, subject to House approval	Nov 2011		
D. Pilots for new 'public reading stage' for Bills introduced	Nov 2011		
E. New House Business Committee established	Dec 2013		

3. Reform our political and constitutional system

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Support efforts to give power to people and communities by redistributing control away from Britain's over-centralised state

ACTIONS	Start	End	Lead
3.8 Give people a choice on voting reform and reduce the number of MPs			
i. Introduce legislation to enable a referendum on the Alternative Vote (AV) on 5 May 2011, with provision for introduction of AV in the event of a 'yes' vote and creation of fewer, more equal-sized constituencies	Completed	-	COCG
3.9 Speed up implementation of Individual Electoral Registration to tackle electoral fraud and improve the system of voter registration			
i. Bring forward legislative proposals to speed up Individual Electoral Registration	Nov 2011	Nov 2011	COCG
ii. Implement legislative proposals	2014	2014	COCG
3.10 Improve transparency			
i. Pursue detailed agreement on limiting donations and reforming party funding	2011	2014	COCG
ii. Introduce legislation to create a statutory register of lobbyists	May 2012	May 2012	COCG
3.11 Establish a commission to consider the 'West Lothian question'	Nov 2010	Nov 2011	COCG
3.12 Build strong relationships with the administrations in Scotland, Wales and Northern Ireland			
i. Prepare for and oversee a referendum on further Welsh devolution	Started	By end Mar 2011	WO*
ii. Subject to referendum result, establish process for the Welsh Assembly based on that of the Calman Commission	TBC		WO
	*Wales Office		
MILESTONES			
F. Referendum on further Welsh devolution held	By end Mar 2011		
G. Referendum on the Alternative Vote	May 2011		
H. Commission to consider the 'West Lothian question' set up	Nov 2011		
I. Boundary Commissions report	Sep 2013		

3. Reform our political and constitutional system

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Support efforts to give power to people and communities by redistributing control away from Britain's over-centralised state

ACTIONS	Start	End	Lead
3.12 Build strong relationships with the administrations in Scotland, Wales and Northern Ireland (continued)			
iii. Review the control and use of accumulated and future revenues from the Fossil Fuel Levy in Scotland	Started	Nov 2011	HMT
iv. Introduce Scotland Bill to start process of implementing proposals of the Calman Commission on Scottish devolution	Dec 2010	Dec 2010	SO* *Scotland Office
3.13 Work with CLG to ensure that reforms to transfer power from Westminster to local people are implemented, including options to give neighbourhoods and local authorities the powers and freedoms to lead economic growth and regeneration (alongside the Regional Growth Fund), the local government resource review and the strengthening of local democracy in the Localism Bill	Started	Apr 2015	CLG
3.14 Work with the Home Office (HO) and the Ministry of Justice (MoJ) to restore the rights of individuals in the face of encroaching state power, in keeping with Britain's tradition of freedom and fairness, including through the review of counter-terrorism legislation, the introduction and implementation of the Freedom Bill and the scrutiny and development of ideas from the Your Freedom website, and the establishment of a commission to investigate the creation of a UK Bill of Rights	Started	Apr 2015	HO/MOJ

MILESTONES

J. Scotland Bill to implement Calman Commission proposals introduced	Dec 2010
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4. Build the Big Society

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Build the Big Society by promoting community empowerment, opening up public services and encouraging social action

ACTIONS	Start	End
4.2 Support charities, social enterprises, small businesses and other non-governmental bodies to compete for opportunities opened up by public service reform		
i. Work with the Department for Culture, Media and Sport (DCMS) and Her Majesty's Treasury (HMT) to publish a Green Paper on giving to incentivise more social investment, philanthropy and giving, incorporating insights from behavioural science	Started	Dec 2010
ii. Establish a Big Society Bank using funds from dormant bank accounts	Started	Apr 2011
iii. Establish a taskforce to investigate bureaucratic burdens on the voluntary and community sector and provide recommendations on how to reduce them	Started	Jan 2011
iv. Develop a transition fund to enable voluntary groups, charities and social enterprises to modernise, become more entrepreneurial and be ready to bid for public service contracts	Started	Jan 2011
v. Publish a White Paper on giving, using findings from the Green Paper consultation	Mar 2011	Mar 2011
4.3 Promote social action, including the introduction of National Citizen Service (NCS) for 16 year olds		
i. Undertake a competitive tendering process for 10,000 16 year olds to take part in NCS programme in summer 2011	Completed	-
MILESTONES		
D. Pilot providers announced for National Citizen Service in summer 2011	Nov 2010	
E. Big Society Transition Fund launched	Jan 2011	
F. Report on reducing burdens on the voluntary and community sector published	Jan 2011	
G. Big Society Bank established	Apr 2011	

4. Build the Big Society

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Build the Big Society by promoting community empowerment, opening up public services and encouraging social action

ACTIONS	Start	End
4.3 Promote social action, including the introduction of National Citizen Service (NCS) for 16 year olds (continued)		
ii. Develop an NCS communication and engagement strategy, including plans for marketing, a mechanism for participants to feedback on providers, and ways of facilitating ongoing service and connections through a common web platform for alumni	Started	Feb 2011
iii. Work with colleagues at the Department for International Development to establish a route for outstanding NCS graduates to be able to continue their service overseas as part of International Citizen Service	Started	Feb 2011
iv. Commission an external organisation to conduct a formal evaluation of NCS pilots	Started	Feb 2011
v. Support NCS pilot providers for summer 2011 with gaining access to local authorities and schools, and develop a common NCS brand	Started	Mar 2011
vi. Work with departments to develop and publish proposals to support civil servants to become more involved in social action	Started	Mar 2011
vii. Engage with the youth sector, business leaders and other supporters to build an advisory NCS coalition	Nov 2010	Apr 2011
viii. Develop an action plan, incorporating existing work on NCS and community organisers, to encourage volunteering, social action and reciprocity, incorporating insights from behavioural science such as complementary currencies	Nov 2010	May 2011

MILESTONES

H. National Citizen Service pilot for 10,000 young people completed	Sep 2011
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D) Departmental expenditure

This section sets out how the Department is spending taxpayers' money as clearly and transparently as possible.

We have included a table to show the Department's planned expenditure over the Spending Review period, as agreed with the Treasury. It is split into money spent on administration (including the cost of running departments themselves), programmes (including the frontline), and capital (for instance new buildings and equipment). As soon as possible, we will include the proportion of this expenditure that goes to the voluntary and community sector and to small businesses.

By April 2011, each department will also publish a bubble chart setting out in detail how its settlement will be allocated for the 2011/12 financial year, across its key programmes and activities.

Table of spending for 2011/12 to 2014/15

This section sets out the Department's planned expenditure over the Spending Review period, as agreed with the Treasury.

£bn ^{1 2 3}	Baseline 2010/11	2011/12	2012/13	2013/14	2014/15
Total departmental expenditure allocation	0.4	0.5	0.4	0.3	0.5
<i>Administration spending⁴</i>	0.2	0.2	0.2	0.1	0.1
<i>Programme spending⁴</i>	0.1	0.3	0.2	0.1	0.3
<i>Capital spending</i>	0.0	0.0	0.0	0.1	0.0
<i>Spend on voluntary and community sector (%)⁵</i>	Data to be confirmed				
<i>Value of contracts to small and medium sized enterprises (%)⁵</i>	Data to be confirmed				

1. Detailed breakdown of these budgets will be published by April 2011

2. Excludes departmental Annually Managed Expenditure

3. Numbers may not sum due to rounding

4. Excludes depreciation

5. To be confirmed at the end of each financial year

Common areas of spend

The indicators below will help the public to judge whether the Department is being run efficiently, and can be compared across departments.

Indicators
Overall:
Cost of operating the department (including procurement, employment cost and property) over time and against projected cost
Number of employees, including breakdown by job type, seniority and their contract type (full time/part time)
Cost of corporate services (including human resources, finance, information and communications technology, communications, procurement) as a percentage of the cost of operating the department
On 3rd party spend:
Property cost per square metre and per employee
Cost of standard desktop computer per employee and number of electronic devices (laptops, desktops, mobile phones etc.) per employee
Value of major areas of spending (office products, travel etc.)
Number and value of major government projects and whether they will be delivered on time and to budget

E) Transparency

Greater transparency across government is at the heart of our commitment to enable the public to hold politicians and public bodies to account, to reduce the deficit and deliver better value for money in public spending.

This section will set out the information that will enable users of public services to choose between providers, and taxpayers to assess the efficiency and productivity of government departments and public services, holding them more effectively to account. By publishing a wide range of indicators, we will enable the public to make up their own minds about how departments are performing. We will use transparency to help us move from bureaucratic accountability to democratic accountability: replacing top-down targets and central micromanagement with information and choice.

This section is published in draft until April 2011 to allow for further consultation.

Information Strategy (p.1 of 2)

The Minister for the Cabinet Office leads on transparency for the Prime Minister and Deputy Prime Minister and chairs the Transparency Board. The Cabinet Office aims to drive and catalyse a radical culture change across Whitehall when it comes to transparency and to be a model of an open and transparent department.

The Cabinet Office will make transparency and accountability to the public a fundamental principle of how we do business. We will work to ensure we embed transparency throughout our delivery chain and will review our performance to assess whether we are meeting our commitments. Such transparency will also provide a sharper focus internally on ensuring that efficiency and effectiveness is integral to our delivery and, where relevant, that of partner bodies.

We will publish the data that people need to understand who we are, what we spend and what we achieve. We believe that data transparency can act to open up the way government works, enabling others to step in and create innovative new delivery mechanisms. Over time we will publish data in an open and accessible format as a routine part of our business.

We will publish our data in line with the Public Data Principles set out by the Transparency Board, including registering it on data.gov.uk. We are actively looking at how we can publish yet more data in an open and accessible format, including new datasets as set out in the sample list and indicated by an asterisk (*). We will also include administrative oversight data for all major Cabinet Office led projects, whether they are specific to this department or across the public sector.

Information Strategy (p.2 of 2)

However, we are aware that it is not enough to drive transparency from the top: we need to listen to people and open up the data that they want. We are therefore implementing a “right to data” in advance of any legislation, opening up, where possible, the datasets the public wants. We will continue to be mindful of the feasibility of making data available, including the need to protect national security, information propriety and personal privacy.

Where practical we will use evidence from data activists and other members of the public to maximise the value derived from this data and to assess whether the department has met its commitments.

As the department leading this agenda across government we are highlighting transparency by coordinating initial releases of data in areas of high public interest, and bringing such data to the attention of the public. Our attention to cross-cutting transparency will be replicated in our internal departmental work. For example, we will work across business areas to ensure transparency is recognised as a key operating principle and utilise our internal communication channels to change behaviours.

We will set specific requirements for the arm’s length bodies and partners in our wider delivery chain, in line with our departmental commitment to transparency. We will seek to make adherence to this level of transparency a condition of receiving public money.

Roger Smethurst (Head of Knowledge and Information Management) leads our data transparency obligations.

Input indicators

The indicators set out in this section are just a subset of the data gathered by the Department which will be made transparently available as outlined in the Information Strategy.

The Department will adopt the following input indicators:

Input indicator	When will publication start?	How often will it be published?	How will it be broken down?
The overhead cost for every person participating in National Citizen Service	Jul 2011	Annual	Nationally
Average cost of training a community organiser	Jul 2011	Annual	Nationally
The overhead cost to government of a capability review	Jul 2011	Annual	By department
The cost to government for every citizen transaction on the internet, phone and in person	Jul 2011	Annual	By department
The overhead cost of each type of Cabinet Office moratorium	Jul 2011	Annual	By moratorium
For every pound spent by government departments, the cost of running a central procurement function to buy common, standard government supplies and equipment	Jul 2011	Annual	By department
The cost of managing the relationship with government suppliers per pound spent on buying supplies and equipment	Jul 2011	Annual	By department

Impact Indicators

Our impact indicators are designed to help the public to judge whether our policies and reforms are having the effect they want. Further detail on these indicators can be found in our full list of datasets. The Department will adopt the following indicators:

Impact indicator	When will publication start?	How often will it be published?	How will it be broken down?
Number of newly established mutuals and other new business types (such as sharing services between organisations or contracting out to the private sector) within central government.	Jul 2011	At least annually	By department
Level of volunteering, by age group	Jul 2011	At least annually	By age group
Total cost to central government of employing all civil servants	Jul 2011	At least annually	By department
Total central government spend on advertising, management consulting and identified “overhead commodities” (such as office stationery and IT commodities)	Jul 2011	At least annually	By department
Total savings made by improved management of relationships with key government suppliers (absolute pound savings and period on period change)	Jul 2011	At least annually	By department
Percentage of total spending review budget spent on commodity procurement	Jul 2011	At least annually	By department
Retention of top 20% of Senior Civil Service	Jul 2011	At least annually	By department

Other data (p.1 of 3)

We will publish a full range of datasets and our full departmental organogram on our website.

We have highlighted key data that will be particularly useful to help people to judge the progress of structural reforms, and help people to make informed choices, under three headings:

1. Data that will help people to judge the progress of structural reforms:

- Proportion of total central government procurement going to SMEs
- Number of central government websites
- Funding released from Big Society Bank
- Number of participants on National Citizen Service
- Number of community organisers trained
- Number of interns on new Whitehall internship programme
- Number of public bodies in central government

Other data (p.2 of 3)

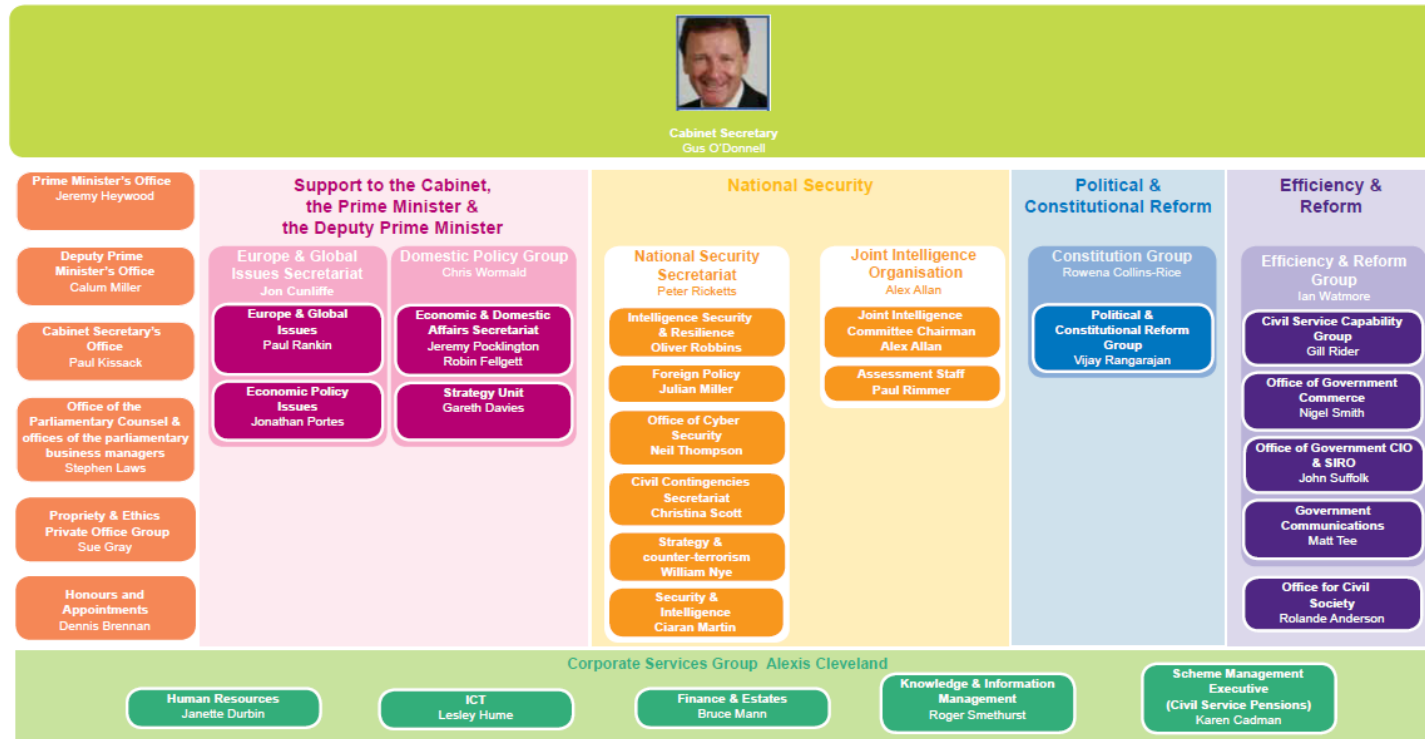
2. Other key data:

- All Cabinet Office spending and contracts over £25,000
- Central government workforce initial release* – initial estimate of the number of consultants and agency staff working in central Government departments, their agencies and NDPBs
- Special Adviser paybands* – the payband of Special Advisers in the UK Government
- Special Advisers working in the UK Government* – a list of Special Advisers working in the UK Government, including appointing Minister, salary band and salary where it is over the SCS1 minimum (£58,200 as of 9 June 2010)
- Number of non-SCS Civil Servants in the Cabinet Office* – a list of number of Civil Servants by grade for each group of the Cabinet Office
- Number of Senior Civil Service officers in the Cabinet Office* – a list of all Senior Civil Servants working in the Cabinet Office, including title, salary band, contact details, and their line manager, and graphical organograms representing the management structure
- UK central government senior staff with salaries over £150,000*
- UK central government spend with small and medium sized businesses*
- Property Benchmarking Project – collection of key performance data for all office buildings over 500 sq m for analysis, benchmarking (against the private sector) and subsequent reporting to parent departments and their organisational property centres
- Performance data on ICT projects above £1m* – data on ICT projects across government at a value over £1m for the whole life cost of the project

Other data (p.3 of 3)

3. Organogram:

Cabinet Office Organisational Chart
July 2010



Our full departmental organogram is available at <http://download.cabinetoffice.gov.uk/organogram/co-organogram.pdf>