

Cabinet Office
2011 Business Plan revisions

2011 SRP	2011 text	2011 start date	2011 end date	2012 status	2012 SRP	2012 text (if changed)	2012 start date (if changed)	2012 end date (if changed)	Explanation (for text/date changes or actions removed from Plan)
1	Drive efficiency and effectiveness in government			Structural Reform Plan	1				
1.1	Use centrally aggregated commodity procurement to drive scale economies			Annex C) completed structural reform actions					
1.1 i	Identify list of items to be procured centrally	Completed		Annex C) completed structural reform actions					
1.1 ii	Design new operating model for aggregating procurement	Completed		Annex C) completed structural reform actions					
1.1 iii	Agree cross-departmental spending controls with Her Majesty's Treasury	Completed		Annex C) completed structural reform actions					
1.1 iv	Communicate new operating model to departments and roll out new procurement system	Completed		Annex C) completed structural reform actions					
1.1 v	Centralised cross-government contracts in place for all procurement categories	Started	Mar 2012	Annex C) completed structural reform actions					
1.2	Support new forms of provision in the public sector, including mutuals, co-operatives, joint ventures and new forms of outsourcing			Structural Reform Plan	1.1	Support new forms of provision in the public sector, including mutuals, co-operatives, joint ventures and other commercial models			Wording clarified.

1.2 i	Launch the next phase of pathfinder mutuals	Completed		Annex C) completed structural reform actions					
1.2 ii	Develop proposals on existing codes relating to public sector markets	Completed		Annex C) completed structural reform actions					
1.2 iii	Support work to develop and 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	Started	Jul 2011	Annex C) completed structural reform actions					
1.2 iv	Help to establish an external advisory group to support mutual creation	Completed		Annex C) completed structural reform actions					
1.2.v	Launch Mutuals Support Programme	Oct 2011	Oct 2011	Annex C) completed structural reform actions					
1.2 vi	Publish first annual progress report on Mutuals Taskforce and wider programme	Jul 2012	Jul 2012	Structural Reform Plan	1.1 ii	Publish report on the work of the Mutuals Taskforce and first annual report on the wider mutuals programme and a 'one-year on report'	Jul 2012	Oct 2013	Clarification of what is to be published and when.
1.3	Cut the costs of existing government contracts and improve long term supplier management			Annex C) completed structural reform actions					

1.3 i	Identify list of contracts to be renegotiated and develop market intelligence (including unit pricing, supplier landscape and industry benchmarking)	Completed		Annex C) completed structural reform actions					
1.3 ii	Realise the savings during central renegotiation of government contracts	Completed		Annex C) completed structural reform actions					
1.3 iii	Build capability to support large departmental supplier negotiations, particularly for outsourcings and ICT	Completed		Annex C) completed structural reform actions					
1.3 iv	Introduce centrally co-ordinated supplier management	Started	Jul 2011	Annex C) completed structural reform actions					
1.3 v	Publish report on 2010/11 savings made as a result of the contract renegotiations undertaken by Government between June 2010 and March 2011	Jul 2011	Jul 2011	Annex C) completed structural reform actions					
1.4	Change the process for managing large projects			Annex B) additional departmental actions					
1.4 i	Review all government funded major projects judged to be at risk, in order to maximise savings through stopping or re-scoping projects	Completed		Annex C) completed structural reform actions					
1.4 ii	Establish the Efficiency and Reform Group (ERG) as the central authority for the Government's major projects	Completed		Annex C) completed structural reform actions					
1.4 iii	Implement a new mandated integrated assurance and reporting regime for all major projects, including a system for working with all government departments	Completed		Annex C) completed structural reform actions					

1.4.iv	Publish first annual report on government funded major projects	Dec 2011	Dec 2011	Annex B) additional departmental actions				Jun 2012	The first annual report will be published after a <i>full year's operation</i> of the Major Projects Authority (which was launched on 1 April 2011).
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			Annex C) completed structural reform actions					
1.5 i	Develop programme of action and performance management regime to deliver 10% reduction in carbon emissions in government departments in 12 months	Started	Jul 2011	Annex C) completed structural reform actions					
1.5 ii	Cabinet Office carbon emissions reduced by 10% over previous 12 months	Started	Jul 2011	Annex C) completed structural reform actions					
1.6	Simplify and take costs out of services			Annex C) completed structural reform actions					
1.6 i	Develop plan to create Whitehall-wide shared services for back-office functions	Completed		Annex C) completed structural reform actions					
1.6 ii	Publish a cross-government strategy document to support other departments in simplifying their front and back-office services and reducing the cost of transactional services	Started	May 2011	Annex C) completed structural reform actions					
1.6 iii	Publish new model for Whitehall shared services	Jul 2011	Jul 2011	Annex C) completed structural reform actions					

1.7	Improve the management of the public sector estate			Annex B) additional departmental actions					
1.7 i	Impose moratorium on signing new property leases or lease extensions	Completed		Annex C) completed structural reform actions					
1.7 ii	Develop plans to centrally manage the public sector estate through the Government Property Unit	Completed		Annex C) completed structural reform actions					
1.7 iii	Develop and publish a new set of property controls across the central civil and operational estates	Completed		Annex C) completed structural reform actions					
1.8	Review government advertising model			Annex C) completed structural reform actions					
1.8 i	Impose moratorium on central government advertising	Completed		Annex C) completed structural reform actions					
1.8 ii	Publish a review of government advertising, encompassing potential for payment by results model, using government channels, and a US-style Ad Council	Completed		Annex C) completed structural reform actions					
1.8 iii	Begin to implement results of review	Completed		Annex C) completed structural reform actions					
1.8 iv	Complete internal review on a new approach to public service information	Oct 2011	Oct 2011	Annex C) completed structural reform actions					

1.9	Integrate ICT infrastructure across central government, and improve value for money in ICT			Annex C) completed structural reform actions					
1.9 i	Increase the Chief Information Officer's power to integrate ICT across government	Completed		Annex C) completed structural reform actions					
1.9.ii	Draft ICT infrastructure strategy, including government cloud computing strategy	Completed		Annex C) completed structural reform actions					
1.9 iii	Begin regular publication of performance details of all ICT projects above £1m	Completed		Annex C) completed structural reform actions					
1.9 iv	Complete the first version of a cross-departmental asset register	May 2011	May 2011	Annex C) completed structural reform actions					
1.9 v	Publish first annual report on ICT Strategy implementation	Mar 2012	Mar 2012	Annex C) completed structural reform actions					
1.10	Create new government procurement process			Annex C) completed structural reform actions					
1.10 i	Introduce moratorium so that no new ICT contract is signed without ERG approval	Completed		Annex C) completed structural reform actions					

1.10 ii	Agree with HMT conditions under which a project is released from moratorium	Completed		Annex C) completed structural reform actions					
1.10 iii	Identify cross-department pipeline of upcoming or ongoing tenders and negotiations through the moratorium and project review	Completed		Annex C) completed structural reform actions					
1.10 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	Completed		Annex C) completed structural reform actions					
1.10 v	Begin publication of status report on use of SMEs in procurement	Dec 2011	Dec 2011	Annex C) completed structural reform actions					
1.10 vi	Create more efficient sourcing process for government procurement	Started	Dec 2011	Annex C) completed structural reform actions					
1.11	Identify ICT projects and programmes to terminate and ensure that these are decommissioned			Annex C) completed structural reform actions					
1.11 i	Identify first tranche of projects and programmes to terminate through the major project review and the review of internal ICT projects	Completed		Annex C) completed structural reform actions					
1.11 ii	Agree which of first tranche of projects and programmes should be terminated or rescope and begin decommissioning	Completed		Annex C) completed structural reform actions					

1.11 iii	Develop process for ongoing review of future projects	Completed		Annex C) completed structural reform actions					
1.11 iv	Begin publication of regular status report on identified projects and programmes verifying decommissioning	Dec 2011	Dec 2011	Annex C) completed structural reform actions					
1.12	Improve the rules around designing and running ICT projects and services			Annex C) completed structural reform actions					
1.12 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	Completed		Annex C) completed structural reform actions					
1.12 ii	Evaluate existing procurement rules designed to ensure a level playing field for open source software and explore options for strengthening current practice	Completed		Annex C) completed structural reform actions					
1.12 iii	Establish draft government open standards (including those relating to security) and crowd-source for feedback	Completed		Annex C) completed structural reform actions					
1.12 iv	Establish IT skunk works to assess and develop faster and cheaper ways of using ICT in government	Completed		Annex C) completed structural reform actions					
1.12 v	Announce new open standards and procurement rules for ICT, including right for skunk works to be involved prior to launch of procurement	Completed		Annex C) completed structural reform actions					

1.13	Create a new government channel strategy to increase engagement, lower costs, and improve the delivery of online services			Annex C) completed structural reform actions					
1.13 i	Carry out review of overall digital engagement strategy, including future role of Directgov	Completed		Annex C) completed structural reform actions					
1.13 ii	Mandate 'channel shift' (move online) in selected government services	Started	May 2011	Annex C) completed structural reform actions					
1.13 iii	Review websites for decommissioning, working with relevant departments	Started	May 2011	Annex C) completed structural reform actions					
1.13 iv	Begin to implement new digital engagement strategy, including channel shift and website decommissioning	Jun 2011	Jun 2011	Annex C) completed structural reform actions					
1.13 v	First quarterly data released on number of central government websites	May 2011	May 2011	Annex C) completed structural reform actions					
1.13 vi	Publish first progress report on implementation of Digital Strategy	Oct 2011	Oct 2011	Annex C) completed structural reform actions					
1.13 vii	Publish second progress report on implementation of Digital Strategy	Mar 2012	Mar 2012	Annex C) completed structural reform actions					

1.14	Introduce enhanced departmental boards to form the collective operational leadership of government departments			Annex C) completed structural reform actions					
1.14 i	Publish new protocol for boards	Completed		Annex C) completed structural reform actions					
1.14 ii	Support departments to recruit and appoint all department lead non-executive board members	Completed		Annex C) completed structural reform actions					
1.14 iii	Lead non-executive board members recruited for every department	Responsibility of departments		Annex C) completed structural reform actions					
1.14 iv	Support departments in appointing wider non-executive board members	Started	Jul 2011	Annex C) completed structural reform actions					
1.15	Improve and streamline the public appointment process			Structural Reform Plan	1.6				
1.15 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	Started	Dec 2011	Structural Reform Plan	1.6 i		Jul 2012	Completion deferred to allow more time to develop plan, taking into account views of the Commissioner for Public Appointments and the recommendations of the House of Commons' Liaison Committee.	
1.15 ii	Strengthen the role of the Cabinet Office in the public appointment process and publish new guidance on making and managing public appointments	Completed		Annex C) completed structural reform actions					

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			Structural Reform Plan	1.7				
1.16 i	Assess each public body against the three tests to establish a view on whether they should continue to exist	Completed		Annex C) completed structural reform actions					
1.16 ii	Support departments in developing a robust implementation plan	Completed		Annex C) completed structural reform actions					
1.16 iii	Review terms and conditions of board members and employees of public bodies which are to be removed	Completed		Annex C) completed structural reform actions					
1.16 iv	Draft Bill to abolish/change status of relevant public bodies	Completed		Annex C) completed structural reform actions					
1.16 v	Abolish Cabinet Office public bodies with a non-statutory function	Started	Dec 2011	Annex C) completed structural reform actions					
1.16 vi	Introduce legislation to abolish/change status of relevant public bodies	Completed		Annex C) completed structural reform actions					
1.16 vii	ERG to begin publication of quarterly status check of relevant public bodies until all are confirmed as fully decommissioned	Completed		Annex C) completed structural reform actions					

1.17	Establish review and transparency procedure for remaining public bodies			Annex C) completed structural reform actions					
1.17 i	Design new process to review remaining public bodies against three tests	Completed		Annex C) completed structural reform actions					
1.17 ii	Establish new transparent reporting process for public bodies	Completed		Annex C) completed structural reform actions					
1.17 iii	Publish first annual review of remaining public bodies	Jan 2012	Jan 2012	Annex C) completed structural reform actions					
1.18	Reform Civil Service performance management and bonus system			Annex C) completed structural reform actions					
1.18 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	Completed		Annex C) completed structural reform actions					
1.18.ii	Work with departments to sharpen performance management processes for staff below the SCS	Started	Mar 2012	Annex C) completed structural reform actions					
1.18 iii	Update the Permanent Secretary appraisal process, taking account of business plan deliverables	Completed		Annex C) completed structural reform actions					

1.18 iv	Introduce new performance management and appraisal processes that include a new 'civic service' component	Completed		Annex C) completed structural reform actions					
1.19	Introduce a more flexible and modern employee offer to the civil service			Annex C) completed structural reform actions					
1.19 i	Change the composition of the Civil Service Appeal Board	Completed		Annex C) completed structural reform actions					
1.19 ii	Review other terms and conditions of service, including cross-departmental posting, outplacement support, sick pay, fiduciary responsibility, notice periods, bonuses and pay scales	Completed		Annex C) completed structural reform actions					
1.19 iii	Reform the Civil Service Compensation Scheme, with appropriate consultation	Completed		Annex C) completed structural reform actions					
1.19 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	Started	May 2011	Annex C) completed structural reform actions					
1.19 v	Modernise contractual offer for new entrants/promotions and transfers	Started	Oct 2011	Structural Reform Plan	1.8 (i)	Publish a Civil Service Reform action plan		Jun 2012	Action has been incorporated into wider Civil Service Reform plans.
1.20	Lower the cost of human resources in the Civil Service and improve Civil Service training			Annex C) completed structural reform actions					

1.20 i	Support departments in delivering a lower cost human resources function	Started	Mar 2012	Annex C) completed structural reform actions					
1.20 ii	New arrangements in place for Civil Service Learning	Completed		Annex C) completed structural reform actions					
1.21	Take steps to tackle fraud and error across the public sector			Annex C) completed structural reform actions					
1.21 i	Create a series of pilot schemes for tackling fraud and error across the public sector	May 2011	May 2011	Annex C) completed structural reform actions					
1.22	Achieve efficiency and effectiveness in government construction procurement			Structural Reform Plan	1.4				
1.22 i	Publish in conjunction with HMT and BIS a pan-government construction strategy and work programme that will cut the costs of construction procurement	Jul 2011	Jul 2011	Annex C) completed structural reform actions					
1.23	Work with BIS and other departments to help lead the review of the stock of over 21,000 statutory instruments and regulations to free businesses and give people greater freedom and personal responsibility	Started	Dec 2012	Structural Reform Plan	1.9	Reduce and reform the stock of regulations on the statute book			Simplification/clarification of the action and insertion of a reference to the Red Tape Challenge, the initiative under which work is taking place.
2	Increase transparency in the public sector			Structural Reform Plan	2				
2.1	Enforce greater transparency in central government and public bodies			Annex C) completed structural reform actions					

2.1 i	Publish details of senior civil servants (including those in public bodies) with salaries more than £150,000	Completed		Annex C) completed structural reform actions					
2.1 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		Annex C) completed structural reform actions					
2.1 iii	Publish all new central government tender documents above £10,000 on a single website free of charge	Completed		Annex C) completed structural reform actions					
2.1 iv	Work with HMT to require full online disclosure of all central government spending over £25,000	Completed		Annex C) completed structural reform actions					
2.1 v	Support departments to publish all new central government contracts over £10,000 in full, with appropriate security exemptions	Completed		Annex C) completed structural reform actions					
2.1 vi	Work with HMT to investigate options, benefits and costs of lowering the disclosure of central government spending to £500	Completed		Annex C) completed structural reform actions					
2.1 vii	Require departments to publish procurement timetables and progress against procurement timetables for all new procurements	Completed		Annex C) completed structural reform actions					

2.1 viii	Open up government job opportunities more widely by advertising on a single site	Started	Oct 2011	Annex C) completed structural reform actions					
2.1 ix	Support the creation of Transparency and Open Data Sector Panels, as appropriate, that support and challenge departments in opening their data holdings and embedding transparency	May 2011	May 2011	Annex C) completed structural reform actions					
2.2	Develop a transparent reporting regime so that public service providers and government can be held to account			Annex C) completed structural reform actions					
2.2 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	Completed		Annex C) completed structural reform actions					
2.2 ii	Publish a performance scorecard for each department, drawn from information in the departmental business plans	Responsibility of departments		Annex C) completed structural reform actions					
2.3	Create a new "right to data" in conjunction with the Ministry of Justice			Annex C) completed structural reform actions					
2.3 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		Annex C) completed structural reform actions					

2.3 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	Completed		Annex C) completed structural reform actions					
2.3 iii	Introduce legislative amendments to Freedom of Information Act to strengthen "right to data"	Completed		Annex C) completed structural reform actions					
2.3 iv	Amend Freedom of Information Code of Practice as required by new legislation to extend the "right to data" to public authorities	Started	Jul 2012	Structural Reform Plan	2.2 (i)			Dec 2012	Timing amended to reflect the publication of proposals for improvement in the Right to Data White Paper (action 2.1 (i)), which is due to take place in summer 2012.
2.4	Work with the Department for Communities and Local Government (CLG) to ensure that transparency principles are applied at the local level			Annex C) completed structural reform actions					
2.4 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	Completed		Annex C) completed structural reform actions					
2.5	Use transparency and behavioural insights to achieve government policy objectives			Annex C) completed structural reform actions					
2.5 i	Work with DECC to introduce transparency in energy use in government headquarter buildings	Completed		Annex C) completed structural reform actions					

2.6	Drive release of high value datasets			Annex C) completed structural reform actions					
2.6 i	Support BIS and HMT to create a Public Data Corporation	Started	Dec 2011	Annex C) completed structural reform actions					
2.6 ii	Support the Shareholder Executive to drive the release of core reference data for free re-use from the Public Data Corporation	Started	Dec 2011	Annex C) completed structural reform actions					
2.6 iii	Launch a new front page for Data.gov.uk aimed specifically at the general public	Jul 2011	Jul 2011	Annex C) completed structural reform actions					
3	Reform our political and constitutional system			Structural Reform Plan	3				
3.1	Establish fixed-term Parliaments			Annex C) completed structural reform actions					
3.1 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		Annex C) completed structural reform actions					
3.2	Reform the House of Lords			Structural Reform Plan	3.1	Reform the composition of the House of Lords to establish a wholly or mainly elected second chamber on the basis of proportional representation			Wording clarified following consultation over White Paper and draft legislation.
3.2 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		Annex C) completed structural reform actions					

3.2 ii	Bring forward draft legislative proposals for new upper chamber	May 2011	May 2011	Annex C) completed structural reform actions					
3.2 iii	Introduce legislation to implement necessary changes	May 2012	May 2012	Structural Reform Plan	3.1 i	Introduce legislation to implement necessary changes following the publication of the Joint Committee report on the draft <i>House of Lords Reform Bill</i>	Jul 2012	Jul 2012	Timing clarified.
3.3	Introduce a power of recall			Structural Reform Plan	3.2				
3.3 i	Bring forward legislation enabling voters to force a by-election	May 2012	May 2012	Structural Reform Plan	3.2 i	Publish a response to the report of the Political and Constitutional Reform Committee on the draft <i>Recall of MPs Bill</i>	Sep 2012	Sep 2012	A White Paper and draft Bill were published in 2011. The report of the Political and Constitutional Reform Committee's inquiry is awaited; Parliamentary time has not yet been found for this Bill.
3.4	Introduce extra support for people with disabilities who want to become MPs, councillors or elected officials			Structural Reform Plan	3.3				
3.4 i	Repeal section 141 of the Mental Health Act 1983	Started	Dec 2012	Structural Reform Plan	3.3i	Repeal section 141 of the Mental Health Act 1983 to remove discrimination against people with disabilities who want to become elected officials		May 2013	Timing and wording clarified.
3.5	Reform the House of Commons			Structural Reform Plan	3.4				
3.5 i	Present proposals to the House of Commons for the implementation of major recommendations of the Wright Committee, including Backbench Business Committee	Completed		Annex C) completed structural reform actions					
3.5 ii	Present proposals to the House of Commons for the implementation of remaining recommendations of the Wright Committee	Completed		Annex C) completed structural reform actions					

3.5 iii	Bring forward proposals for the reform of Parliamentary privilege	Dec 2011	Dec 2011	Annex C) completed structural reform actions					
3.5 iv	Establish House Business Committee by third year of Parliament	Dec 2013	Dec 2013	Structural Reform Plan	3.4 ii		May 2013	May 2013	Timing clarified.
3.6	Reform legislative processes			Structural Reform Plan	3.5				
3.6 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	Completed		Annex C) completed structural reform actions					
3.6 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	Completed		Annex C) completed structural reform actions					
3.6 iii	Petitioning mechanism introduced, subject to House approval	Nov 2011	Nov 2011	Annex C) completed structural reform actions					
3.6 iv	Pilots for new 'public reading stage' for Bills introduced	Completed		Annex C) completed structural reform actions					
3.6 v	Work with the House on developing a 'public reading stage' for appropriate Government Bills and a 'public reading day', informed by findings from the pilot public reading stage	Jul 2011	Jun 2012	Structural Reform Plan	3.5 i	Work with the Parliamentary authorities to develop a 'public reading stage' for appropriate Government Bills and a 'public reading day', informed by findings from the pilot public reading stage			Wording clarified.

3.6 vi	Introduce 'public reading stage' and 'public reading day' for Government Bills, subject to consultation with Parliament	Jun 2012	Jun 2012	Structural Reform Plan	3.5 ii				
3.7	Make wider Parliamentary reforms			Annex C) completed structural reform actions					
3.7 i	Identify and implement first tranche of measures to cut the 'perks and bureaucracy' of Parliament	Completed		Annex C) completed structural reform actions					
3.7 ii	Publish the Senior Salaries Review Body's (SSRB) report on MPs' pensions	Completed		Annex C) completed structural reform actions					
3.7 iii	In light of the SSRB report and Lord Hutton's subsequent recommendations, publish proposals for cost-saving changes to MPs' pensions	Started	Jul 2011	Annex C) completed structural reform actions					
3.7 iv	Transfer responsibility for MPs' pensions to Independent Parliamentary Standards Authority, following legislation if necessary	Apr 2012	Apr 2012	Annex C) completed structural reform actions					
3.8	Give people a choice on voting reform and reduce the number of MPs			Annex C) completed structural reform actions					
3.8 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		Annex C) completed structural reform actions					

3.8 ii	Referendum on the Alternative Vote	Completed		Annex C) completed structural reform actions					
3.8 iii	Boundary Commissions Report	Sep 2013	Sep 2013	Structural Reform Plan	3.4 iii	Boundary Commissions submit reports to the Government on new constituencies			Action moved to new heading; wording clarified.
3.9	Speed up implementation of Individual Electoral Registration to tackle electoral fraud and improve the system of voter registration			Structural Reform Plan	3.7				
3.9 i	Publish draft legislation on Individual Electoral Registration for pre-legislative scrutiny, and data matching pilots launched	Jun 2011	Jun 2011	Annex C) completed structural reform actions					
3.9 ii	Final legislation on Individual Electoral Registration introduced in Parliament	Feb 2012	Feb 2012	Annex C) completed structural reform actions					
3.9 iii	Introduction of Individual Registration	Jul 2014	Jul 2014	Structural Reform Plan	3.7 i	Bring legislation into force			Wording clarified.
3.10	Improve transparency			Structural Reform Plan	3.8	Improve transparency over political donations, party funding and lobbying			Wording clarified.
3.10 i	Pursue detailed agreement on limiting donations and reforming party funding	2011	2014	Structural Reform Plan	3.8 i		Jul 2012		Timing clarified; new action (Bring forward proposals on limiting donations and reforming party funding by May 2014) inserted in Structural Reform Plan.
3.10 ii	Introduce legislation to create a statutory register of lobbyists	May 2012	May 2012	Structural Reform Plan	3.8 iii	Publish a White Paper and draft legislation on establishing a statutory register for lobbyists	Jul 2012	Mar 2013	Public consultation on proposals for the introduction of a statutory register ran from January to April 2012. A White Paper and draft legislation are to follow.
3.11	Establish a commission to consider the 'West Lothian question'	Started	Nov 2011	Annex C) completed structural reform actions					

3.12	Build strong relationships with the administrations in Scotland, Wales and Northern Ireland			Annex C) completed structural reform actions					
3.12 i	Prepare for and oversee a referendum on further Welsh devolution	Completed		Annex C) completed structural reform actions					
3.12 ii	Subject to referendum result, establish process for the Welsh Assembly based on that of the Calman Commission	Started	Jul 2011	Annex C) completed structural reform actions					
3.12 iii	Review the control and use of accumulated and future revenues from the Fossil Fuel Levy in Scotland	Started	Nov 2011	Annex C) completed structural reform actions					
3.12 iv	Introduce Scotland Bill to start process of implementing proposals of the Calman Commission on Scottish devolution	Completed		Annex C) completed structural reform actions					
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	Structural Reform Plan	3.10	Agree deals with eight core cities on powers to be decentralised and projects to support local economic growth, working with BIS, DCLG and other government departments.		Nov 2013	The structural elements of the action (e.g. The Localism Act and the Regional Growth Fund) are in place. The wording has been refined to reflect the new Cabinet Office actions that have been agreed.

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	Removed from Business Plan					Ideas from the Your Freedom website, and other sources, continue to be taken into account in a range of policy processes and actions (such as the Protection of Freedoms Act and the Red Tape Challenge). The independent Commission on a Bill of Rights was established by the Ministry of Justice in 2011 and aims to report by the end of 2012.
4	Build the Big Society			Structural Reform Plan	4				
4.1	Empower communities by training a new generation of community organisers and supporting the creation of neighbourhood groups, especially in the most deprived areas			Structural Reform Plan	4.1				
4.1 i	Appoint a national partner to implement and manage the community organiser programme and the training of providers	Completed		Annex C) completed structural reform actions					
4.1 ii	Develop a detailed implementation plan covering monitoring and evaluation, recruitment, training and placing of community organisers, including detailed plans for the role of neighbourhood groups	Completed		Annex C) completed structural reform actions					
4.1 iii	Develop the core training syllabus for community organisers	Completed		Annex C) completed structural reform actions					

4.1 iv	Create the Communities First fund to support the creation of neighbourhood groups with small grants and endowments	Started	May 2011	Annex C) completed structural reform actions					
4.1 v	Appoint additional community organiser training and support providers	Completed		Annex C) completed structural reform actions					
4.1 vi	First group of community organisers begins training	Apr 2011 (overdue)		Annex C) completed structural reform actions					
4.1 vii	Community First opens for applications and endowment building begins	Sep 2011	Sep 2011	Annex C) completed structural reform actions					
4.1 viii	800 community organisers trained	Mar 2012	Mar 2012	Structural Reform Plan	4.1 i	800 community organisers (including 260 senior community organisers) trained	Started	Mar 2013	New timetable for delivery has resulted in the expectation that the revised action will complete one year later.
4.2	Support charities, social enterprises, small businesses and other non-governmental bodies to compete for opportunities opened up by public service reform			Structural Reform Plan	4.2				
4.2 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	Completed		Annex C) completed structural reform actions					
4.2 ii	Establish Board of Big Society Bank	May 2011	Jun 2011	Annex C) completed structural reform actions					

4.2 iii	First investments made by Interim investment Committee	May 2011	Jul 2011	Annex C) completed structural reform actions					
4.2 iv	Big Society Bank Organisation incorporated and investment strategy and protocols, full business plan and financial model in place	Jun 2011	Sep 2011	Annex C) completed structural reform actions					
4.2 v	Establish a Big Society Bank using funds from dormant bank accounts	Started	Apr 2012	Annex C) completed structural reform actions					
4.2 vi	Establish a taskforce to investigate bureaucratic burdens on the voluntary and community sector and provide recommendations on how to reduce them	Completed		Annex C) completed structural reform actions					
4.2 vii	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	Completed		Annex C) completed structural reform actions					
4.2 viii	Publish a White Paper on Giving	May 2011	May 2011	Annex C) completed structural reform actions					
4.2 ix	Complete final payment of £100m Transition Fund to support the transition of civil society organisations	May 2011	May 2011	Annex C) completed structural reform actions					
4.2 x	Report on reducing burdens on voluntary and community sector published	May 2011	May 2011	Annex C) completed structural reform actions					

4.2 xi	Appoint person to lead independent Charities Act 2006 Review	Nov 2011	Nov 2011	Annex C) completed structural reform actions					
4.3	Promote social action, including the introduction of National Citizen Service (NCS) for 16 year olds			Structural Reform Plan	4.3	Promote social action, including the introduction of the National Citizen Service for 16- and 17-year olds			Wording amended to reflect extension in scope to 17-year olds.
4.3 i	Undertake a competitive tendering process for 10,000 16 year olds to take part in NCS programme in summer 2011	Completed		Annex C) completed structural reform actions					
4.3 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	Completed		Annex C) completed structural reform actions					
4.3 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	Completed		Annex C) completed structural reform actions					
4.3 iv	Announce pilot providers for National Citizen Service in summer 2011	Completed		Annex C) completed structural reform actions					
4.3 v	Commission an external organisation to conduct a formal evaluation of NCS pilots	Completed		Annex C) completed structural reform actions					
4.3 vi	Support NCS pilot providers for summer 2011 with gaining access to local authorities and schools, and develop a common NCS brand	Completed		Annex C) completed structural reform actions					

4.3.vii	Work with departments to develop and publish proposals to support civil servants to become more involved in social action	Completed		Annex C) completed structural reform actions					
4.3.viii	Engage with the youth sector, business leaders and other supporters to build an advisory NCS coalition	Completed		Annex C) completed structural reform actions					
4.3.ix	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	Started	May 2011	Annex C) completed structural reform actions					
4.3.x	Complete National Citizen Service pilot for 10,000 young people	Sep 2011	Sep 2011	Annex C) completed structural reform actions					
4.3.xi	Develop plans with the Department for Education (DfE) for NCS roll out from 2013, including commissioning, increasing levels of non-government funding, stimulating quality suppliers and demand from young people, ensuring capacity to deliver at scale, and involving young people from Scotland, Wales and Northern Ireland	Started	Oct 2011	Annex C) completed structural reform actions					
4.3.xii	Undertake an NCS commissioning process for 30,000 young people in summer 2012	Jun 2011	Nov 2011	Annex C) completed structural reform actions					
4.3.xiii	Complete National Citizen Service pilot for 30,000 young people	Sep 2012	Sep 2012	Structural Reform Plan	4.3 i	Provide up to 30,000 places in the second pilot year of the National Citizen Service	Dec 2012	Dec 2012	Wording and timing clarified.
5	Promote social mobility			Structural Reform Plan	5				

5.1	Drive action across government to promote social mobility			Structural Reform Plan	5.1	Drive action across government to promote social mobility, including through supporting a Ministerial Group chaired by the Deputy Prime Minister			Wording updated to reflect publication of <i>Opening Doors: Breaking Barriers: A Strategy for Social Mobility</i> .
5.1 i	Establish a Ministerial Group chaired by the Deputy Prime Minister to drive forward action on social mobility across government	Completed		Annex C) completed structural reform actions					
5.1 ii	Appoint an independent, expert reviewer to hold the Government and other institutions to account on progress in promoting social mobility	Completed		Annex C) completed structural reform actions					
5.1 iii	Design a new programme to provide internships in every Whitehall department for under-represented groups, including Black, Asian and Minority Ethnic (BAME) communities	Completed		Annex C) completed structural reform actions					
5.1 iv	Develop a cross-government social mobility strategy	Completed		Annex C) completed structural reform actions					
5.1 v	Begin to work with relevant government departments to implement the social mobility strategy	Completed		Annex C) completed structural reform actions					
5.1 vi	Publish proposals for a pilot internship programme to take place in summer 2011	Completed		Annex C) completed structural reform actions					
5.1 vii	Social mobility strategy published	Completed		Annex C) completed structural reform actions					

5.1 viii	First Whitehall internship programme for under-represented groups completed	Sep 2011	Sep 2011	Annex C) completed structural reform actions					
5.1 ix	Social Mobility and Child Poverty Commission established	Apr 2012	Apr 2012	Annex C) completed structural reform actions					
5.1 x	Work with departments to implement the Government's social mobility strategy (including achieving the various 2011-15 milestones set out in the strategy)	Started	Apr 2015	Removed from Business Plan					Actions either subsumed within continuing Cabinet Office actions or to be taken forward by departments
Input and impact indicators									
Indicator	The central government cost for every person participating in the National Citizen Service (input)			Altered		Number of participants in the National Citizen Service			The indicators for building the Big Society have been reviewed and refined, and their alignment with the quarterly data summary improved. For the pilot phase of the National Citizen Service, the number of participants is the most suitable indicator of progress. Invitation to tender for the National Citizen Service was issued (by DfE) on 23 May 2012.
Indicator	Average cost of training a community organiser (input)			Retained					
Indicator	The cost of each type of Cabinet Office moratorium (input)			Removed					The indicators for efficiency and effectiveness in government have been reviewed and refined, and their alignment with the quarterly data summary improved. The three selected indicators are those best suited to monitoring progress across this broad range of action.
Indicator	For every pound spent by government departments, the cost of running a central procurement function to buy common, standard government supplies and equipment (input)			Retained					

Indicator	The cost of managing the relationship with government suppliers per pound spent on buying supplies and equipment (input)			Removed					The indicators for efficiency and effectiveness in government have been reviewed and refined, and their alignment with the quarterly data summary improved. The three selected indicators are those best suited to monitoring progress across this broad range of action.
Indicator	The number of mutuals supported by the Mutuals Support programme, and the number of public service areas in which these mutuals are supported (impact)			Removed					The indicators for efficiency and effectiveness in government have been reviewed and refined, and their alignment with the quarterly data summary improved. The three selected indicators are those best suited to monitoring progress across this broad range of action. Progress reports in respect of the number of mutual supported will be published on a quarterly basis (see Structural Reform Plan action 1.1 iii).
Indicator	Level of volunteering, by age group (impact)			Altered		Overall level of volunteering			The indicators for building the Big Society have been reviewed and refined, and their alignment with the quarterly data summary improved. The overall level of volunteering is a simpler and more effective measure to use to monitor progress than its more complex predecessor.
Indicator	Cost of the total staffing resources required to support the work of government: • Size of the total staffing resources required to support the work of government; • Ratio of HR staff to all staff; • Cost of HR function per FTE (impact)			Altered		Size of the total staffing resources required to support the work of government			The indicators for efficiency and effectiveness in government have been reviewed and refined, and their alignment with the quarterly data summary improved. The size of the staffing resource needed to support the work of government is a simpler and more effective measure than its predecessor.

Indicator	Total central government spend on advertising, management consulting and identified "overhead commodities" (such as office stationery and IT commodities) (impact)			Removed					The indicators for efficiency and effectiveness in government have been reviewed and refined, and their alignment with the quarterly data summary improved. The three selected indicators are those best suited to monitoring progress across this broad range of action.
Indicator	Total savings made by improved management of relationships with key government suppliers (absolute pound savings and period on period change)			Altered		Total savings made by improved management of relationships with key government suppliers			The indicators for efficiency and effectiveness in government have been reviewed and refined, and their alignment with the quarterly data summary improved. The amended indicator is a simpler and more effective measure than its predecessor.
Indicator	Hold the General Election as provided by the Fixed Term Parliament Act on a voting system chosen by the British people, more equal constituency boundaries and a more accurate and secure electoral register based on individual registration (impact)			Removed					The key milestones for political and constitutional reform are set out in the Structural Reform Plan (see actions 3.1 to 3.10). Meeting those milestones provides the most suitable means of assessing progress.