Business Plan 2012–2015
Cabinet Office

31 May 2012

Annexes

The 2012 Business Plan, and its reporting through the No.10 website, have been streamlined to focus on the Government's structural reforms. These annexes contain information on cross-Government priorities, additional reform actions and actions from the 2011 business plan that are now complete. The Government will not report systematically on the No.10 website against the activities listed in these annexes, although overall progress will be reported through other publications, such as the Annual Report and Accounts, the Budget and a progress report on sustainable development.

Annex A) Cross–Government priorities

The Government is committed to driving progress of a number of shared priorities across different departments. Cabinet Office is contributing to these priorities through the commitments listed below.

Where set out, numbers in brackets refer to the position of actions in the Structural Reform Plan section of the Business Plan.

1.   Growth

- Support new forms of provision in the public sector (1.1)
- Introduce greater choice in, and control of public services to individuals and communities through Open Public Services (1.2)
- Reform procurement to support growth, implementing the five rules for procurement (1.3). As part of this work, and tor reduce burdens on business, the Cabinet Office will contribute to negotiations in the EU for a radical simplification of the Public Procurement Directives. It will also ensure that the bundling of contract and subcontract packages in procurement offers enhanced opportunities for SMEs as part of its work to implement the Government's SMEs programme.
- Achieve efficiency and effectiveness in government construction procurement (1.7)
- Promote, co–ordinate and facilitate plans for estate and facilities management rationalisation across departments, including through identifying and publishing the portfolio of uses for the vacant government estate to support the growth and big society agendas (1.6 iii)
- Transform government digital services, including by working with cross–sector partners to develop a market place and pilot projects as part of the cross–Government Identity Assurance Programme (1.8 viii)
- Civil Service workforce reforms: Changes to Civil Service Pensions are already under way and Departments will consider this year how to implement local market facing pay in the medium term. Detailed consideration is being given to modernising Civil Service terms and conditions. Other changes will form part of proposals for Civil Service reform to be published in spring 2012 (1.11)
- Reduce and reform the stock of regulations on the statute book (1.12)
- Publish an *Open Data* White Paper containing proposals for improving customer insight and user participation, data sharing, new information markets and the creation of a 'right' to data and a presumption in favour of publication (2.1ii)

- Establish an Open Data group to act as the single point of contact between government and the users and re-users of open data, including for commercial purposes (2.1 vi)
- Partnership with industry, better pre-procurement dialogue, reduced complexity: addressed through additional reform actions to improve long-term supplier management
- Work with DCLG and BIS to agree deals with cities on powers to be decentralised and projects to support local economic growth (3.10)

2. Social mobility

- The Cabinet Office is the cross-governmental lead department for promoting social mobility. Details of proposed actions are shown in action 5.1

3. Open Public Services

- The Cabinet Office is the cross-governmental lead department for open public services. Details of proposed actions are shown in action 1.4
- Support new forms of provision in the public sector, including mutuals, co-operatives, joint ventures and new forms of outsourcing (1.1)

4. Red Tape Challenge

- The Cabinet Office is the joint (with BIS) cross-governmental lead department for the Red Tape Challenge (1.12).
- Launch "Regulatory Barriers to Social Investment" sub-theme on the Red Tape Challenge website July 2012

5. Civil Society Compact

- The Cabinet Office is the cross-governmental lead department for the Civil Society Compact
- Empower communities by training a new generation of community organisers and supporting the creation of neighbourhood groups, especially in the most deprived areas (4.1)
- Support charities, social enterprises, small businesses and other non-governmental bodies to compete for opportunities opened up by public service   reform (4.2)
- Promote social action, including the introduction of National Citizen Service (NCS) for 16- year olds (4.3)

- Support new forms of provision in the public sector, including mutuals, co-operatives, joint ventures and new forms of outsourcing (1.1)

6.　Sustainable development

By working to protect national security and improve social mobility, the Cabinet Office is contributing to a secure and sustainable future for all. The Department strives to maximise its positive economic, social and environmental impacts wherever possible and, through its work on strengthening the Civil Service, seeks to promote these values across Government as a whole

The Cabinet Office will:

- Assess and manage environmental social and economic impacts and opportunities in its policy development and decision making
- Implement the Department's plan to deliver on the Greening Government Commitments, supplying quarterly information and contributing to an annual report on progress
- Procure from small businesses with the aspiration that 25% of contracts should be awarded to SMEs
- Implement the Department's plan to deliver on the Government's Greening Government Commitments, including supplying quarterly information
- Publish, with Defra, an annual cross-government progress report on the Government's Greening Government Commitments by November 2012

7.　Efficiency

- The Cabinet Office is the cross-government lead department for Efficiency and Reform, including efficiency measures to delivery savings and broader reforms to public services. Details of proposed actions are shown in Structural Reform Priority 1.
- The Departmental Efficiency part of the Business Plan (in Section C) sets out operational spending, by category, as well as specific actions to improve operational efficiency in 2012/13.

Annex B) Additional departmental actions

This section contains additional significant actions that will be taken forward but which are not considered to be major structural reforms for the purpose of the 2012 Business Plan.

The Department's objectives are in bold; the actions the Department will undertake are shown by the bullet points under each objective.

Priority 1 Drive efficiency and effectiveness in government

Use centrally aggregated commodity procurement to drive scale economies
- Manage and report the continued reduction in overall spend on goods and services across Departments from the 09/10 baseline of £51bn
- E-enablement procurement technology to be deployed and operating effectively and available to all Departments during 2012/13 including; The Procurement on line Portal; BRAVO – spend analytics tool, GeM – Government E-Marketplace and Quick Source for low value Procurements; Emptoris –E-Sourcing and Supplier Management suite of products.
- Develop and establish a Commissioning Academy. The Academy will bring commissioners together, elevate the status of commissioning and procurement and develop a cadre of professionals who are progressive in their outlook on how the public sector uses the resources available. The Academy will be piloted during summer 2012, with a full launch likely in early 2013.

Cut the costs of existing government contracts and improve long term supplier management
- Large contract review report issued and replicable methodology approved and ready to be rolled out

Change the process for managing large projects
- Publish first annual report on government funded major projects (June 2012)
- Transform the implementation of Government policy through world-class delivery of Major Projects through the establishment of the UK Government Major Projects Leadership Academy

Simplify and take costs out of services
- Implement the strategy for Crown Managed shared services working closely with DfT and DWP (Mar 2013).

Improve the management of the public sector estate
- Identify and publish, by March 2013, the portfolio of uses for the vacant government estate to support the growth and Big Society agendas
- By March 2013 achieve £100m of further annual savings through the National Property Controls (NPCs) moratorium

Integrate ICT infrastructure across central government, and improve value for money in ICT
- Ensure that there are at least 50 accredited products on the Government Application Store (the CloudStore) available by December 2012
- Implement new arrangements for compatibility and inter-operability of the ICT equipment (the 'End User Device strategy')
- Agree government standards for inter-operability by September 2012
- Identify hosting requirements across government and, by March 2013, provide a plan to rationalise hosting services.

Create a new government channel strategy to increase engagement, lower costs, and improve the delivery on online services
- Publish a Digital Strategy for Government and specific Departmental Digital Strategies, detailing how, by 2015, Departments will move to make all their transactions available via a 'digital by default' culture – the capability for user-centred digital design and delivery – across central government.

Improve and streamline the public appointments process
- Produce revised Public Appointments Order in Council, by July 2012, to define which public appointments fall within the remit of the Commissioner for Public Appointments

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
- Publish the Public Bodies report in autumn 2012, setting out transparent information on all existing public bodies, the timetable for the second tranche of triennial reviews and, by December 2012, guidance on the establishment and governance of public bodies
- Complete over 90% of all non-statutory public body abolitions by March 2013, and continue to publish quarterly status checks of relevant public bodies until all are confirmed as fully decommissioned

Introduce a more flexible and modern employee offer to the civil service

- Modernise contractual offer for new entrants/promotions and transfers

Priority 2 Increase transparency in the public sector

- Develop a 'Data Inventory' hosted on data.gov.uk by December 2012 that will support citizens in identifying which datasets are or will be published and explain why others will not
- Review data sharing agreements and expand 'data safe havens' (environments for population-based research and analysis in which the risk of identifying individuals is eliminated) by March 2013
- Establish an Open Data group to act as a single point of contact between government and the users and re-users of open data, including for commercial purposes
- The Cabinet Office will, during 2012, develop measures to be used to assess progress.

Priority 3 Reform our political and constitutional system

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 (now the Protection of Freedoms Act 2012) 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

- Reform the use of intelligence and sensitive material in judicial proceedings; and modernise judicial, independent and parliamentary scrutiny of the security and intelligence agencies, by supporting the passage of the Justice and Security Bill in the second session, working with Ministry of Justice and Home Office.

Priority 4 Build the Big Society

Promote social action, including the introduction of the National Citizen Service (NCS) for 16-year olds

- Hold giving round tables and summit, bringing together leaders and innovators from business, social enterprises, charities, community groups, academia and government to generate new thinking around social innovation and philanthropy
- Hold the Big Society Awards winners' event in June 2012
- Announce the Queen's Awards for Voluntary Service in June 2012
- Announce winners of the Diamond Jubilee Volunteer award in October 2012
- Announce Innovation in Giving Round 2 winners in November 2012

Annex C) Completed structural reform actions

Completed actions from the 2011 Business Plan are shown below against each Coalition priority.

Priority 1 Drive efficiency and effectiveness in government

Use centrally aggregated commodity procurement to drive scale economies
- Identify list of items to be procured centrally
- Design new operating model for aggregating procurement
- Agree cross-departmental spending controls with Her Majesty's Treasury
- Communicate new operating model to departments and roll out new procurement system
- Centralised cross-government contracts in place for all procurement categories

Support new forms of provision in the public sector, including mutuals, co-operatives, joint ventures and new forms of outsourcing
- Launch the next phase of pathfinder mutuals
- Develop proposals on existing codes relating to public sector markets
- 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
- Help to establish an external advisory group to support mutual creation
- Launch Mutuals Support Programme

Cut the costs of existing government contracts and improve long term supplier management
- Identify list of contracts to be renegotiated and develop market intelligence (including unit pricing, supplier landscape and industry benchmarking)
- Realise the savings during central renegotiation of government contracts
- Build capability to support large departmental supplier negotiations, particularly for outsourcings and ICT
- Introduce centrally co-ordinated supplier management

- Publish report on 2010/11 savings made as a result of the contract renegotiations undertaken by Government between June 2010 and March 2011

Change the process for managing large projects

- Review all government funded major projects judged to be at risk, in order to maximise savings through stopping or re-scoping projects
- Establish the Efficiency and Reform Group (ERG) as the central authority for the Government's major projects
- Implement a new mandated integrated assurance and reporting regime for all major projects, including a system for working with all government departments

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

- Develop programme of action and performance management regime to deliver 10% reduction in carbon emissions in government departments in 12 months
- Cabinet Office carbon emissions reduced by 10% over previous 12 months

Simplify and take costs out of services

- Develop plan to create Whitehall-wide shared services for back-office functions
- 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
- Publish new model for Whitehall shared services

Improve the management of the public sector estate

- Impose moratorium on signing new property leases or lease extensions
- Develop plans to centrally manage the public sector estate through the Government Property Unit
- Develop and publish a new set of property controls across the central civil and operational estates

Review government advertising model

- Impose moratorium on central government advertising
- Publish a review of government advertising, encompassing potential for payment by results model, using government channels, and a US-style Ad Council

- Begin to implement results of review
- Complete internal review on a new approach to public service information

Integrate ICT infrastructure across central government, and improve value for money in ICT
- Increase the Chief Information Officer's power to integrate ICT across government
- Draft ICT infrastructure strategy, including government cloud computing strategy
- Begin regular publication of performance details of all ICT projects above £1m
- Complete the first version of a cross-departmental asset register
- Publish first annual report on ICT Strategy implementation

Create new government procurement process
- Introduce moratorium so that no new ICT contract is signed without ERG approval
- Agree with HMT conditions under which a project is released from moratorium
- Identify cross-department pipeline of upcoming or ongoing tenders and negotiations through the moratorium and project review
- 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
- Begin publication of status report on use of SMEs in procurement
- Create more efficient sourcing process for government procurement

Identify ICT projects and programmes to terminate and ensure that these are decommissioned
- Identify first tranche of projects and programmes to terminate through the major project review and the review of internal ICT projects
- Agree which of first tranche of projects and programmes should be terminated or rescoped and begin decommissioning
- Develop process for ongoing review of future projects
- Begin publication of regular status report on identified projects and programmes verifying decommissioning

Improve the rules around designing and running ICT projects and services
- 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

- Evaluate existing procurement rules designed to ensure a level playing field for open source software and explore options for strengthening current practice
- Establish draft government open standards (including those relating to security) and crowd-source for feedback
- Establish IT skunk works to assess and develop faster and cheaper ways of using ICT in government
- Announce new open standards and procurement rules for ICT, including right for skunk works to be involved prior to launch of procurement

Create a new government channel strategy to increase engagement, lower costs, and improve the delivery of online services
- Carry out review of overall digital engagement strategy, including future role of Directgov
- Mandate "channel shift" (move online) in selected government services
- Review websites for decommissioning, working with relevant departments
- Begin to implement new digital engagement strategy, including channel shift and website decommissioning
- First quarterly data released on number of central government websites
- Publish first progress report on implementation of Digital Strategy
- Publish second progress report on implementation of Digital Strategy

Introduce enhanced departmental boards to form the collective operational leadership of government departments
- Publish new protocol for boards
- Support departments to recruit and appoint all department lead non-executive board members
- Lead non-executive board members recruited for every department
- Support departments in appointing wider non-executive board members

Improve and streamline the public appointment process
- Strengthen the role of the Cabinet Office in the public appointment process and publish new guidance on making and managing public appointments

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
- Assess each public body against the three tests to establish a view on whether they should continue to exist

- Support departments in developing a robust implementation plan
- Review terms and conditions of board members and employees of public bodies which are to be removed
- Draft Bill to abolish/change status of relevant public bodies
- Abolish Cabinet Office public bodies with a non-statutory function
- Introduce legislation to abolish/change status of relevant public bodies
- ERG to begin publication of quarterly status check of relevant public bodies until all are confirmed as fully decommissioned

Establish review and transparency procedure for remaining public bodies

- Design new process to review remaining public bodies against three tests
- Establish new transparent reporting process for public bodies
- Publish first annual review of remaining public bodies

Reform Civil Service performance management and bonus system

- 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
- Work with departments to sharpen performance management processes for staff below the SCS
- Update the Permanent Secretary appraisal process, taking account of business plan deliverables
- Introduce new performance management and appraisal processes that include a new "civic service" component

Introduce a more flexible and modern employee offer to the civil service

- Change the composition of the Civil Service Appeal Board
- Review other terms and conditions of service, including cross-departmental posting, outplacement support, sick pay, fiduciary responsibility, notice periods, bonuses and pay scales
- Reform the Civil Service Compensation Scheme, with appropriate consultation
- 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
- Modernise contractual offer for new entrants/promotions and transfers

Lower the cost of human resources in the Civil Service and improve Civil Service training

- Support departments in delivering a lower cost human resources function

- New arrangements in place for Civil Service Learning

Take steps to tackle fraud and error across the public sector

- Create a series of pilot schemes for tackling fraud and error across the public sector

Achieve efficiency and effectiveness in government construction procurement

- Publish in conjunction with HMT and BIS a pan-government construction strategy and work programme that will cut the costs of constructions

Priority 2 Increase transparency in the public sector

Enforce greater transparency in central government and public bodies
- Publish details of senior civil servants (including those in public bodies) with salaries more than £150,000
- 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
- Publish all new central government tender documents above £10,000 on a single website free of charge
- Work with HMT to require full online disclosure of all central government spending over £25,000
- Support departments to publish all new central government contracts over £10,000 in full, with appropriate security exemptions
- Work with HMT to investigate options, benefits and costs of lowering the disclosure of central government spending to £500
- Require departments to publish procurement timetables and progress against procurement timetables for all new procurements
- Open up government job opportunities more widely by advertising on a single site
- 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

Develop a transparent reporting regime so that public service providers and government can be held to account
- 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
- Publish a performance scorecard for each department, drawn from information in the departmental business plans

Create a new "right to data" in conjunction with the Ministry of Justice
- 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

- 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
- Introduce legislative amendments to Freedom of Information Act to strengthen "right to data"

Work with the Department for Communities and Local Government (CLG) to ensure that transparency principles are applied at the local level

- 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

Use transparency and behavioural insights to achieve government policy objectives

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

Drive release of high value datasets

- Support BIS and HMT to create a Public Data Corporation
- Support the Shareholder Executive to drive the release of core reference data for free re-use from the Public Data Corporation
- Launch a new front page for Data.gov.uk aimed specifically at the general public

Priority 3 Reform our political and constitutional system

Establish fixed-term Parliaments

- 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

Reform the House of Lords

- Establish a committee to bring forward draft legislative proposals for a wholly or mainly elected upper chamber on the basis of proportional representation
- Bring forward draft legislative proposals for new upper chamber

Reform the House of Commons

- Present proposals to the House of Commons for the implementation of major recommendations of the Wright Committee, including Backbench Business Committee
- Present proposals to the House of Commons for the implementation of remaining recommendations of the Wright Committee
- Bring forward proposals for the reform of Parliamentary Privilege

Reform legislative processes

- 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 tables as a Bill
- Present proposal to the House of Commons to introduce a new 'public reading stage' for Bills to give the public the opportunity to comment on proposed legislation online for use in a dedicated 'public reading day' within a Bill's committee stage
- Petitioning mechanism introduces, subject to House approval
- Pilots for new 'public reading stage' for Bills introduced

Make wider Parliamentary reforms

- Identify and implement first tranche of measures to cut the "perks and bureaucracy" of Parliament
- Publish the Senior Salaries Review Body's (SSRB) report on MPs' pensions
- In light of the SSRB report and Lord Hutton's subsequent recommendations, publish proposals for cost-saving changes to MPs' pensions
- Transfer responsibility for MPs" pensions to Independent Parliamentary Standards Authority, following legislation if necessary

Give people a choice on voting reform and reduce the number of MPs

- 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
- Referendum on the Alternative Vote
- Boundary Commissions Report

Speed up the implementation of Individual Electoral Registration to tackle electoral fraud and improve the system of voter registration

- Publish draft legislation on Individual Electoral Registration for pre-legislative scrutiny, and data matching pilots launched
- Final legislation on Individual Electoral Registration introduced in Parliament

Establish a commission to consider the 'West Lothian question'

Build strong relationships with the administration in Scotland, Wales and Northern Ireland

- Prepare for and oversee a referendum on further Welsh devolution
- Subject to referendum result, establish process for the Welsh Assembly based on that of the Calman Commission
- Review the control and use of accumulated and future revenues from the Fossil Fuel Levy in Scotland
- Introduce Scotland Bill to start process of implementing proposals of the Calman Commission on Scottish devolution

Priority 4 Build the Big Society

Empower communities by training a new generation of community organisers and supporting the creation of neighbourhood groups, especially in the most deprived areas

- Appoint a national partner to implement and manage the community organiser programme and the training of providers
- 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
- Develop the core training syllabus for community organisers
- Create the Communities First fund to support the creation of neighbourhood groups with small grants and endowments
- Appoint additional community organiser training and support providers
- First group of community organisers begins training
- Community First opens for applications and endowment building begins

Support charities, social enterprises, small businesses and other non-governmental bodies to compete for opportunities opened up by public service reform)

- 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
- Establish Board of Big Society Bank
- First investments made by Interim investment Committee
- Big Society Bank Organisation incorporated and investment strategy and protocols, full business plan and financial model in place
- Establish a Big Society Bank using funds from dormant bank accounts
- Establish a taskforce to investigate bureaucratic burdens on the voluntary and community sector and provide recommendations on how to reduce them
- 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
- Publish a White Paper on Giving
- Complete final payment of £100m Transition Fund to support the transition of civil society organisations

- Report on reducing burdens on voluntary and community sector published
- Appoint person to lead independent Charities Act 2006 Review

Promote social action, including the introduction of National Citizen Service (NCS) for 16 year olds

- Undertake a competitive tendering process for 10,000 16 year olds to take part in NCS programme in summer 2011
- 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
- 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
- Announce pilot providers for National Citizen Service in summer 2011
- Commission an external organisation to conduct a formal evaluation of NCS pilots
- Support NCS pilot providers for summer 2011 with gaining access to local authorities and schools, and develop a common NCS brand
- Work with departments to develop and publish proposals to support civil servants to become more involved in social action
- Engage with the youth sector, business leaders and other supporters to build an advisory NCS coalition
- 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
- Complete National Citizen Service pilot for 10,000 young people
- 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
- Undertake an NCS commissioning process for 30,000 young people in summer 2012

Priority 5 Promote social mobility

Drive action across government to promote social mobility

- Establish a Ministerial Group chaired by the Deputy Prime Minister to drive forward action on social mobility across government
- Appoint an independent, expert reviewer to hold the Government and other institutions to account on progress in promoting social mobility
- Design a new programme to provide internships in every Whitehall department for under-represented groups, including Black, Asian and Minority Ethnic (BAME) communities
- Develop a cross-government social mobility strategy
- Begin to work with relevant government departments to implement the social mobility strategy
- Publish proposals for a pilot internship programme to take place in summer 2011
- Social mobility strategy published
- First Whitehall internship programme for under-represented groups completed
- Social Mobility and Child Poverty Commission established