Cabinet Office

Cabinet Office Mid-Year Report to Parliament

April to September 2013

Richard Heaton, Permanent Secretary

January 2014

Contents

Executive Summary

The Cabinet Office works to ensure the successful and efficient delivery of the Government's agenda and to help departments to achieve their objectives. Alongside, and as part of these more general responsibilities, the Cabinet Office leads on a number of specific Coalition priorities. Progress on these areas is summarised below.

Coalition Priorities

i) Drive efficiency and effectiveness in government

The Cabinet Office continues its strong progress to improve efficiency and effectiveness across Whitehall and deliver the government's target of £15 billion (including savings from Fraud, Error, Debts and Grants (FED)) of savings for the public purse this financial year. This work is being carried out across a broad range of areas including: reducing inefficient and wasteful spending on major projects through establishing an enhanced Major Projects Authority; transforming public services by reforming procurement processes and the government's digital infrastructure so that services are readily accessible and provide a greater choice for the user; and improving departmental governance. The Cabinet Office is also working in partnership with the Department for Business, Innovation and Skills to lead the Red Tape Challenge to reduce and reform regulations to help business to grow. At the same time the Cabinet Office is coordinating action to reform the Civil Service in order to improve the Service's capability and strengthen its performance.

Achievements between April and September 2013 include:

- Half-year savings figures of £5.4 billion across Whitehall achieved, having already helped departments to realise efficiency savings of £3.75 billion in 2010/11, £5.5 billion in 2011/12 and £10 billion in 2012/13. On the way to saving the public £20 billion per year by 2015, including fraud, error and debt.
- Publishing the Deregulation Bill, part of the Government's continuing drive to remove unnecessary bureaucracy, for pre-legislative scrutiny.
- Establishing *GOV.UK* and consolidating all central government websites onto one single domain, realising savings of £42m. A recruitment hub has been launched to help departments acquire high-level and specialist digital skills.
- Appointing Dr David Halpern as National Advisor for *What Works.* The *What Works* network consists of six independent centres that will gather and share evidence to inform government policy making in health, education, crime reduction, early intervention, ageing and local economic growth and is a key part of the Civil Service Reform Plan. The network will cover spending of more than £200 billion in public services.

- Professor Julian Le Grand, Chair of the Mutuals Taskforce, reporting good progress in key measures to make it easier for public servants to form mutuals.
- Lord Browne of Madingley, the Government Lead Non-Executive, reporting good progress on improving departmental governance arrangements.
- Strengthening reporting lines from departmental Commercial Directors/ Heads of Procurement to the Chief Procurement Officer.
- Reducing inefficient spending on major projects through an enhanced Major Projects Authority, publishing the MPA's annual report and the status of the projects that make up the Government Major Projects Portfolio.
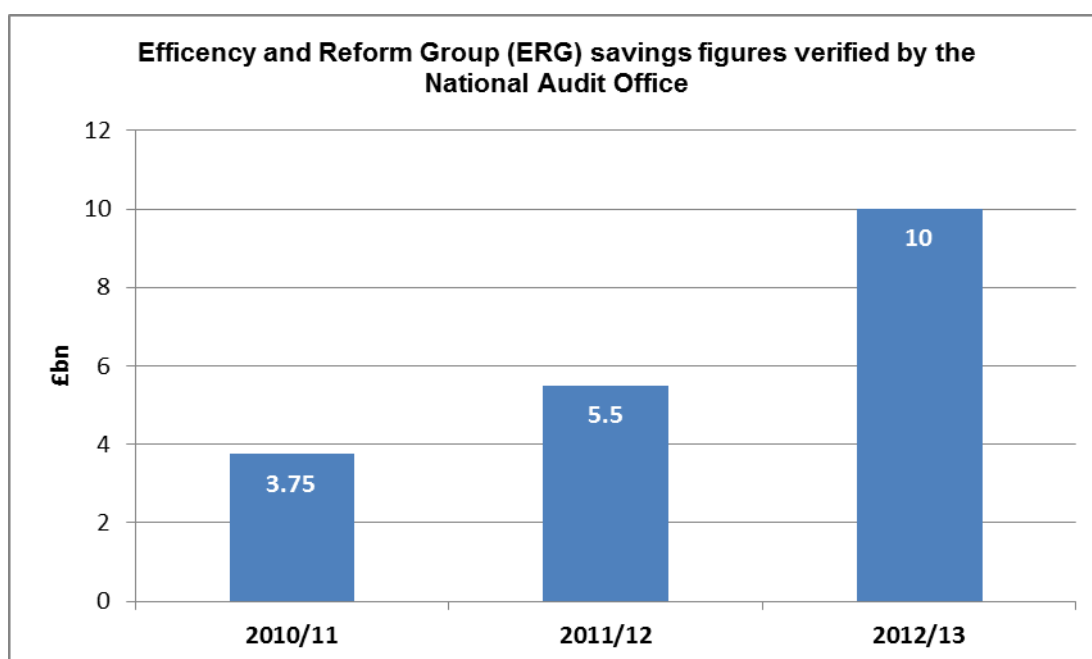
ii) Increase transparency in the public sector

The Cabinet Office leads work on increasing transparency in the public sector through the use of easily accessible open data. In doing so it helps the public hold government to account and enables users of public services to choose between suppliers.

Achievements between April and September 2013 include:

- Delivered a strong legacy from our G8 Presidency by securing a G8 Open Data Charter setting out five strategic principles that all G8 members signed up to and will act on. Three more countries (Ireland, Panama and Philippines) committed to adopt the Charter through the Open Government Partnership (OGP), an international initiative co-founded by the UK which now has 63 member countries. Work continues to increase the number of countries signing up to this Charter.

- As lead co-chair of the OGP, continued working with other key players to deepen and enhance the OGP and increase membership. Secured a robust independent reporting mechanism for the review and monitoring of country action plans and commitments.

- Delivered a vibrant and inspirational OGP Summit in London at the end of October that was attended by a total of 1,400 participants from over 80 countries, with senior representation from government and civil society.

- Working across government, and in partnership with civil society organisations, to produce the UK's second OGP National Action Plan (announced 31 October) setting out 21 stretching and ambitious commitments to make government more transparent, accountable and participative to and for the UK public. This was a world leading example of Open Policy Making in action where policy was discussed, developed and agreed between government and citizens.

- Developed and published the world's first National Information Infrastructure containing the data held by government which is likely to have the broadest and most significant economic and social impact if made available and accessible outside of government, where possible.

- Refreshed and developed the UK government data portal (data.gov.uk) and released the code as an open source product – 'data.gov.uk ToGo' – enabling other countries to download and establish their own operational data portals within a matter of hours.

- Over 12,000 datasets now published and made available outside of government through data.gov.uk.

- Developed and published the UK's G8 open Data Charter Action Plan.

- Amended the Freedom of Information Code so that the right to data is now extended to include public authorities.

- Following a consultation in 2012 about reforming trade union facility time within the Civil Service (facility time is paid time off during working hours for trade union representatives to carry out trade union duties), the Government announced that there would be a requirement for departments to report facility time quarterly to the Cabinet Office so this data could be published. Quarterly updates of Trade Union facility time data have now begun and levels are falling.

- Publishing data on the costs and usage of 770+ government transactions on GOV.UK.

iii) Reform of the political and constitutional system

Since 2010, the Cabinet Office has been taking forward the Government's political and constitutional reform agenda, which is already resulting in greater democratic accountability, transparency and economic growth. This work includes a number of activities including the introduction of a new system of individual electoral registration. The Cabinet Office is also leading work to reform lobbying by bringing before Parliament the Transparency of Lobbying, Non-Party Campaigning and Trade Union Administration Bill. At the same time, the Cabinet Office is playing a key role with the Scotland Office and the Scottish Government in preparing for a legal, fair and decisive referendum on Scottish independence. The Cabinet Office is also working with departments to implement measures to promote local growth.

Achievements between April and September 2013 include:

- Establishing the legal framework for the new system for individual electoral registration.
- Carrying out an end-to-end test of digital service and a dry run of automatic confirmation of all electoral registers, through which the new electoral registration system will work.
- Introducing the Transparency of Lobbying, Non-Party Campaigning and Trade Union Administration Bill to bring greater transparency to politics, fairness to political campaigning and accuracy to trade union membership records.
- Publishing a response to the Political and Constitutional Reform Committee's Report on the Recall of MPs White Paper and draft Bill.
- Agreeing a number of new City Deals and working to finalise the details of discussions on which department should have lead responsibility for Local Growth Deals.

iv) Build the Big Society

The Cabinet Office is leading work across government to support civil society in three ways: 1) make it easier to set up and run a charity or voluntary organisation, 2) get more resources into the charitable or voluntary sector and 3) make it easier for the sector to work with the State. Cabinet Office has developed a number of programmes, such as: the National Citizen Service (NCS) which encourages 16-17 year olds to be more engaged in their communities; development of a range of social action initiatives and funding programmes to encourage greater giving of time and money; and supporting the development of social finance and enterprises to solve social problems and boost economic growth.

Achievements between April and September 2013 include:

- Launch of a new independent management body, the NCS Trust, to take over the management and expansion of the National Citizen Service.
- Holding a successful G8 event on social investment, helping to promote the UK as a global hub for social investment.
- Launching the *Decade of Social Action*.
- Publishing Dame Mary Marsh's review of voluntary groups and charities' skills and leadership and the Government's response to Lord Hodgson's review of red tape affecting charities.
- Establishing a programme of master classes to build the voluntary, community and social enterprise sector's skills for public service delivery.

v) Promote social mobility

The Cabinet Office works across government to support the Deputy Prime Minister in his role to improve social mobility and create a fairer, more open and more mobile society. The Government's *Opening*

doors, breaking barriers: a strategy for social mobility sets out the Government's vision for a socially mobile country, and how it can become a reality.

Achievements between April and September 2013 include:

- Launching the *Opening Doors Campaign* to call on companies, large and small, to sign up and open their doors to young people from all walks of life.
- Working to promote the social mobility *Business Compact*, which encourages businesses to ensure that young people have fair and open access to employment opportunities through mentoring, talks and other career and skills-based activities, fair access to work experience and internship opportunities and by recruiting openly and fairly.
- Working in partnership with the Social Mobility Foundation to deliver the Civil Service Whitehall Internship Scheme, and with the Department for Work and Pensions to deliver the Civil Service Fast Stream Summer Diversity Internship Programme.
- Publishing the latest set of social mobility indicators, providing information on the progress and effectiveness of the social mobility strategy.
- The first cohort of 100 apprentices joined the Civil Service.

vi) Promote UK growth

The Cabinet Office works to promote UK growth through a number of avenues: leading the drive to improve Government efficiency and effectiveness; reforming government procurement; transforming public services; introducing new commercial models across the public sector; selling, releasing or vacating surplus state-owned property; acting as a world leader in social investment; and exploiting open data.

Achievements between April and September 2013 not already mentioned include:

- Leading, with the Department for Business, Innovation and Skills, the Red Tape Challenge work of all departments to identify 3,000 regulations to be removed or substantially reduced during the lifetime of this Parliament.
- Empowering communities to grow social capital by training a new generation of community organisers and supporting the creation of neighbourhood groups, especially in the most deprived areas.
- Supporting charities, social enterprises, small businesses and other non-governmental bodies to compete and write winning bids for opportunities opened up by public service reform.
- Working with other Government departments and UK Trade and Investment to stimulate the growth of the UK cyber security sector, and with GCHQ to more directly harness its expertise and intellectual property to support economic growth.

A full set of graphical illustrations of input and impact indicators since 2010-11 can be found in Annex A.

Financial performance data

The Financial Performance data used in this table comes from the October Forecast Outturn return for current and previous year.

Financial Performance	Resources (£'000)			Capital (£'000)		
	Annual Plan 2013-14	Actual April to September 2013-14	Actual April to September 2012-13	Annual Plan 2013-14	Actual April to September 2013-14	Actual April to September 2012-13
Total Departmental Expenditure Limit (DEL)- Voted	436,768	166,784	180,372	34,520	4,858	-5,062
Support to the Cabinet, the PM and the Deputy PM	70,161	27,248	27,989	0	849	211
Political and Constitution Reform	9,571	9,368	4,450	11,000	915	4
National Security	26,638	9,951	18,891	0	40	123
Efficiency and Reform	44,736	29,363	88,293	450	375	-5,800
Government Innovation Group	179,906	59,197	0	15,238	600	0
Transactional Shared Services	1,673	1,487	0	0	0	0
Hosted Functions	1,341	834	746	0	0	0
Corporate Services Group	101,630,	28,693	39,538	7,832	2,079	400
executive Non-Departmental Public Bodies	1,105	643	465	0	0	0
Total Departmental Expenditure Limit (DEL)- Non Voted	2,000	766	987	0	0	0

Financial Performance	Resources (£'000)			Capital (£'000)		
	Annual Plan Approved by Parliament 2013-14	Actual April to September 2013-14	Actual April to September 2012-13	Annual Plan Approved by Parliament 2013-14	Actual April to September 2013-14	Actual April to September 2012-13
Total Annually Managed Expenditure (AME)- Voted	4,866	-471	-1,012	0	0	0
Corporate Services Group	4,866	-471	-1,012	0	0	0
Total	438,768	167,550	[1]181,359	32,520	4,858	-5,062

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Total Annually Managed Expenditure (AME)- Non Voted	0	0	0	0	0	0
Total	0	0	0	0	0	0

Of Which Admin	195,365	74,447	89,004
Net Cash Requirement	453,836	454,431	180,084

[1] CDEL negative expenditure is driven by income of £8m recovered from grants from Local Government

Management Commentary

- The numbers used in the tables on the previous page are taken from the monthly forecast outturn for 2012-13 and 2013-14 and the budget data from the Main Supply Estimate for 2013-14.
- The data in the graph below has been taken from the Annual Report and Accounts 2012-13.
- In 2012-13, our reporting through the Estimates and Accounts, only showed one reporting line for Efficiency and Reform, which included the core ERG costs, Government Innovation (previously OCS) and Civil Service Reform. However, in 2013-14, the Government Innovation Group (GIG) has been split out and is showing as a separate reporting line. The table shows that if you combine the figures for 2013-14 for Efficiency and Reform and Government Innovation Group, the April to Sept 2013 figures are very similar (£88.293m in 12-13 versus £88.560m in 13-14).

Trend analysis by graph
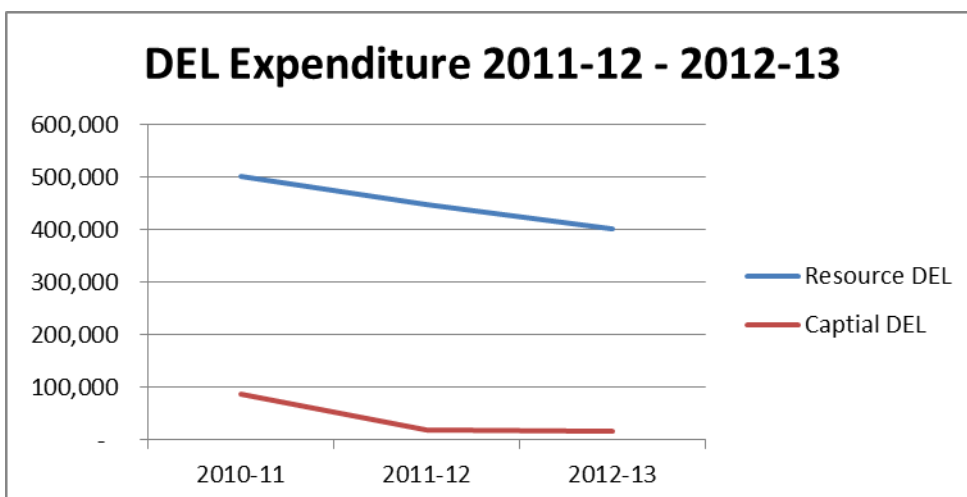
- Since 2010-1, year on year shows a decrease in RDEL.
- CDEL has also decreased, but levelled out between 2011-12 and 2012-13
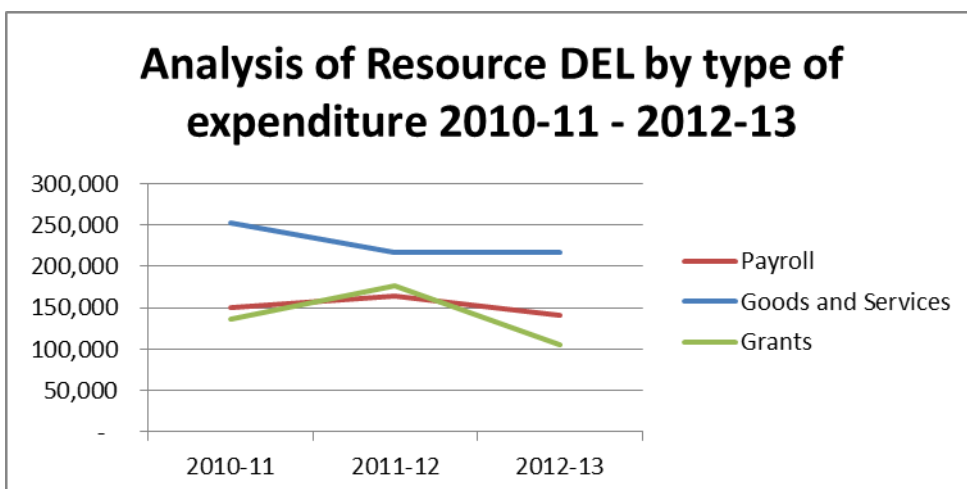
Major Projects

The Government's transparency policy, which was agreed by Cabinet, governs the publication of data relating to major project delivery performance. It requires departments to publish the MPA's delivery confidence assessments for the Government's major projects, accompanied by the department's project narrative every 12 months, six months in arrears. The MPA publishes its Annual Report at the same time (the first MPA Annual Report was published in May 2013 and can be found at https://www.gov.uk/government/collections/major-projects-data.)

The transparency policy and exemptions guidance is published at: https://www.gov.uk/government/publications/major-projects-transparency-policy-and-exemptions-guidance. The next publication of the MPA Annual Report will be in May 2014, and will report on Q2 2013/14 data. This will be published on www.gov.uk.

People Data

WORKFORCE STATISTICS	30/09/2013	30/09/2012
Workforce Size and Cost		
Payroll Staff	2023	1854
Average Payroll Staff Costs	£58,572	£57,483
Consultancy and Contingent Labour[2]	17.50m	10.49m
Workforce Shape		
Administrative Assistants and Officers	177	178
Executive Officers	322	293
Higher and Senior Executive Officers	630	562
Grade 7/6	676	599
Senior Civil Servants	218	222
Part Time	4.90%	4.90%
Workforce Dynamics		
Recruitment Exceptions	211	114
Annual Turnover Rate	21%	22%
Workforce Diversity		
Black and Minority Ethnic	14.6%	13.8%
Women	50.2%	49.2%
Disabled	5.4%	5.1%
Diversity of Senior Civil Servants only		
Black and Minority Ethnic	3.4%	5.2%
Women	39.0%	43.4%
Women (Top Management Posts)	36.8%	41.0%
Disabled	2.5%	3.1%
Average Working Days Lost		
Actual	2 days	3 days
Standardised	8 days	8 days
PEOPLE SURVEY METRICS	**2013**	**2012**
Engagement Index (%)	61	60
Theme Scores (%)		
Leadership and Managing Change	39	38
My Work	80	79
My Line Manager	68	42
Organisational Objectives and Purpose	70	70

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[2] This figure is the year to date figure from the Quarterly Data Summary, second quarter 2013-14.

Cabinet Office Workforce Size *(full time equivalents)*
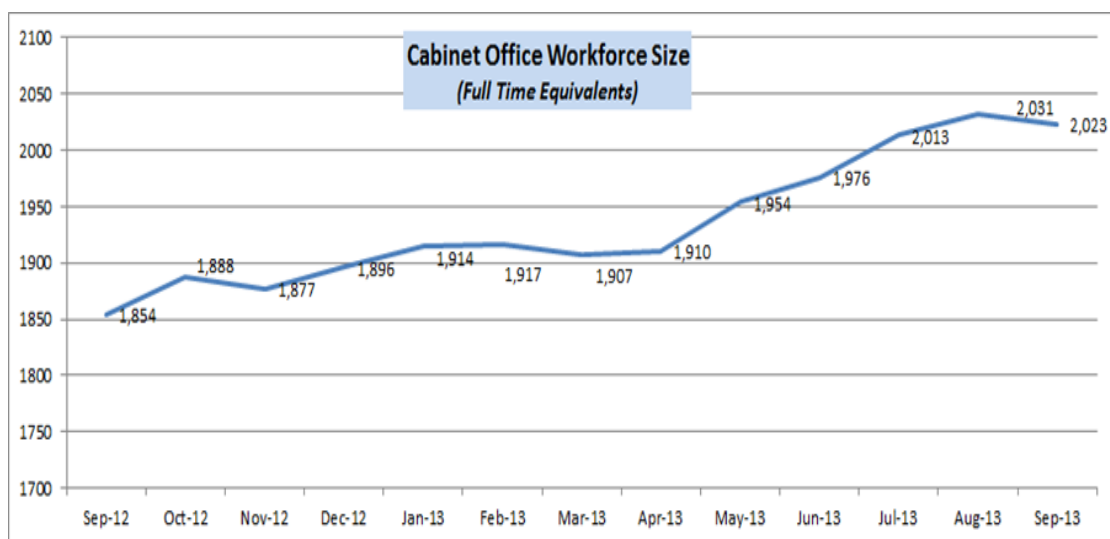
Management Commentary

Headcount

As of 31 March 2010 there were 1476 people working in the Cabinet Office. Over the next 3 years we took in 716 staff members as a result of Machinery of Government changes and the Cabinet Office had 155 net leavers. At 31 March 2013 there were 2037 people working in the Cabinet Office. Overall the net leavers represent a 10.5% overall reduction in the department's headcount[1] from 2009/10 to 2012/13.

All new recruitment into the Department is approved by Cabinet Office Approvals Board (which is chaired by the Minister for the Cabinet Office) or the Resourcing Panel which is accountable for its decisions to the Executive Management Committee and the Minister. Recruitment into the Efficiency Reform Group is agreed by the Permanent Secretary. Approval is given only for recruitment to business-critical posts and many of the individuals joining the Department are specialists where the necessary skills are not available within the existing Cabinet Office and wider Civil Service workforce.

The majority of staff that joined the Department (80%) were non-permanent being either fixed-term appointments or loans from other Departments. Most of these people will be working in the Department for a period of up to 2 years.

In the Efficiency and Reform Group (ERG), new staffs have been brought in to meet business critical needs and increase the savings enabled through ERG. The bulk of the additional

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[1] This figure includes Temps, Ministers and Special Advisers

headcount was for the Procurement Reform Team to strengthen the commercial capability within the organisation. Results are already beginning to bear fruit, with unaudited savings for the first quarter increasingly significantly in the activities carried out by these two areas, and substantially higher savings compared to the same period last year achieved – particularly in general goods and services.

Average Pay Costs

Average pay has increased by 1.9%. This includes the effect of the pay award, in particular the cost of uplifting SCS to new pay band minimum, and the higher starting salaries, for example, being paid for specialist staff recruited for the Government Digital Service (GDS).

Turnover

Staff turnover in the Department remains steady. The Department has always maintained a high planned turnover of staff with a high usage of loaned in staff and increasing use of fixed term appointees, most of whom remain in the Department for only 1-2 years. Unplanned turnover (for example resignations) is relatively low.

Workforce Diversity

Whilst all staff in the Department are encouraged to declare diversity information, it is not obligatory for them to do so. As the department has grown over the last 12 months, declaration rates have fallen slightly. With the exception of gender which is gathered at source, declarations against ethnicity and disability indicators are less than 40% and therefore not reliable measures of the workforce as a whole.

Average Working Days Lost (AWDL)

The Department has historically had low sickness rates compared to other Government Departments. The nature of the work in the Department, generally high levels of senior staff, and a relatively high number of non-permanent staff brought in to work on specific tasks, all contribute to this. With laptops, it is likely that staff who may not feel well enough to commute simply work from home.

Staff Survey

The Departmental workforce, with a 95% completion rate – the highest of all Whitehall Departments – indicated increased positivity across the majority of all the key metrics, and no deterioration in the remainder. Overall engagement remains high: up to 61% in 2013, above the Civil Service benchmark score of 58%.

Groups will be starting to dig deeper into the analysis of their separate results to see where concerns can be addressed and resolved at a more local level.

CABINET OFFICE INPUT AND IMPACT INDICATORS

Below is a copy of the update on the Department's input and impact indicators since 2010-11 that was published on 25 September 2013 at www.gov.uk/government/publications/cabinet-office-input-and-impact-indicators.
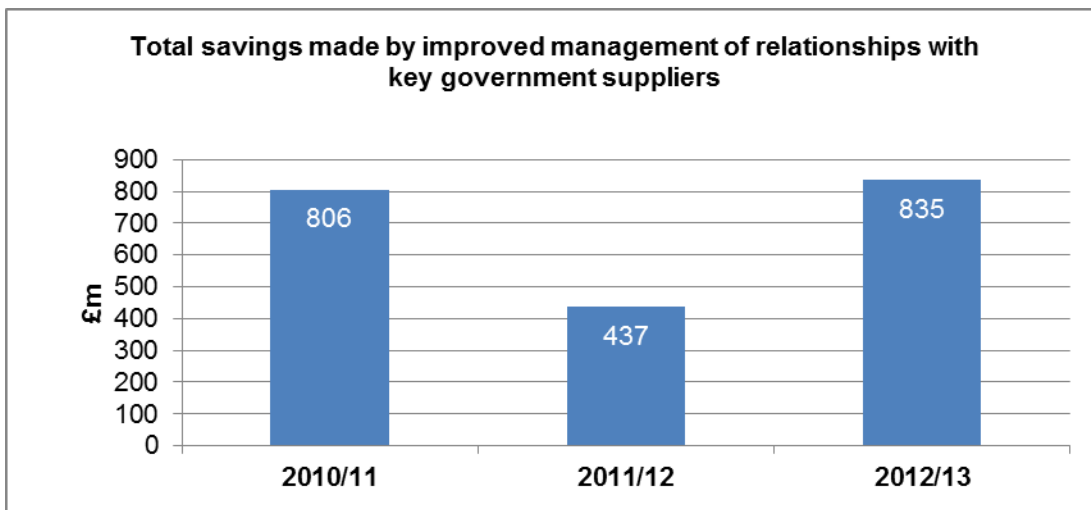
DRIVE EFFICIENCY AND EFFECTIVENESS IN GOVERNMENT

Cabinet Office is leading work across central government to realise the Coalition government's priority to make central government operations more efficient and effective. The two charts below show the savings achieved by centralising functions and seeking value-for-money in operations such as ICT.
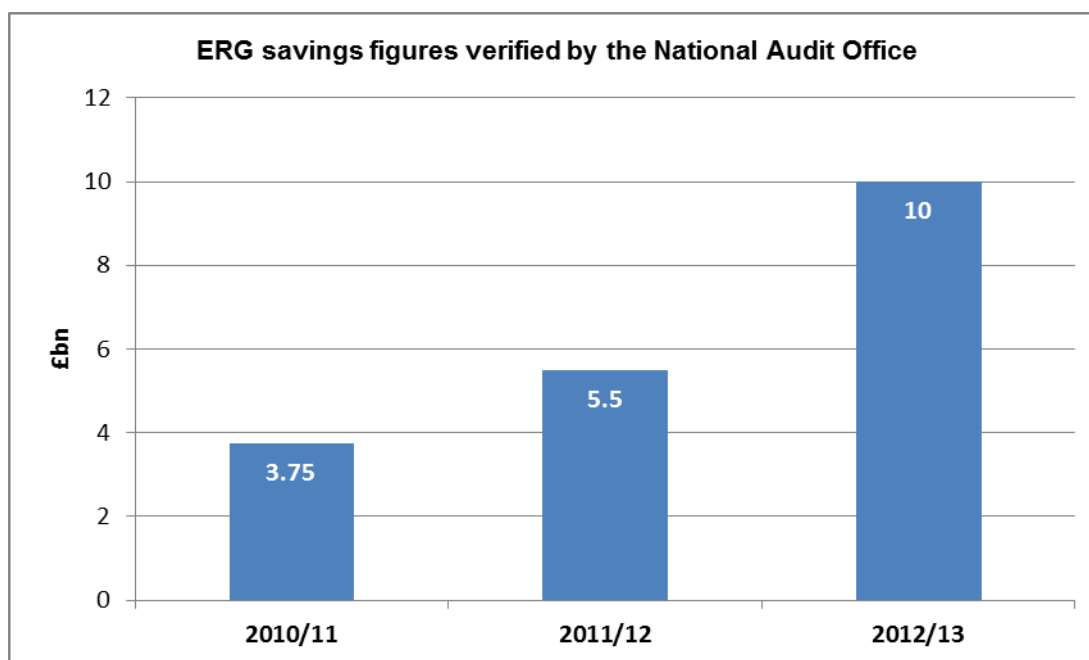
Cabinet Office is leading the coalition government's priority to improve efficiency in central government over the course of the parliament. The table above records savings achieved since 2010.
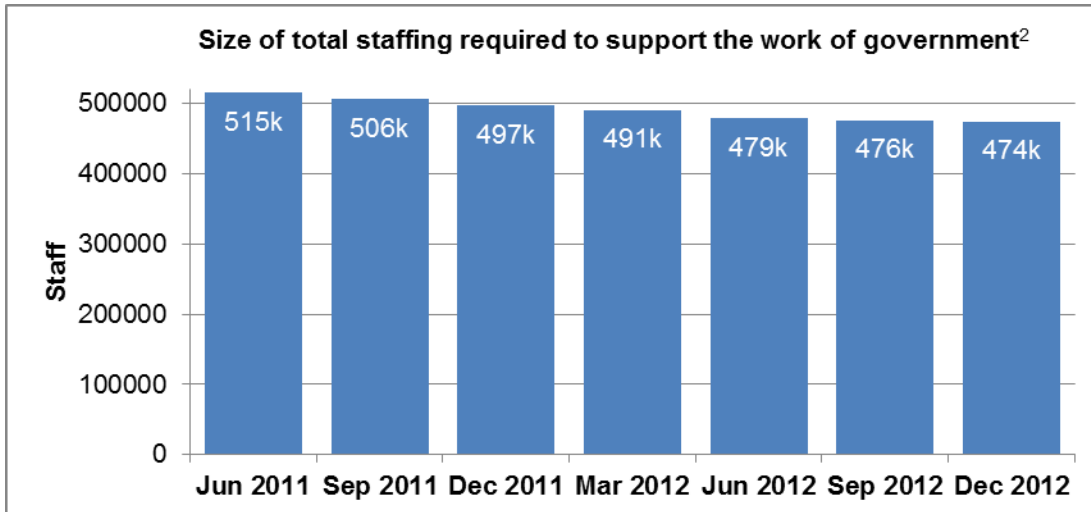
[2] Following this update, we will no longer report on this indicator. Data on staffing for individual departments can be found in the departmental Quarterly Data Summaries published on departmental websites and data.gov.uk.

For every pound spent by government departments, the cost of running a central procurement function to buy common, standard government supplies and equipment
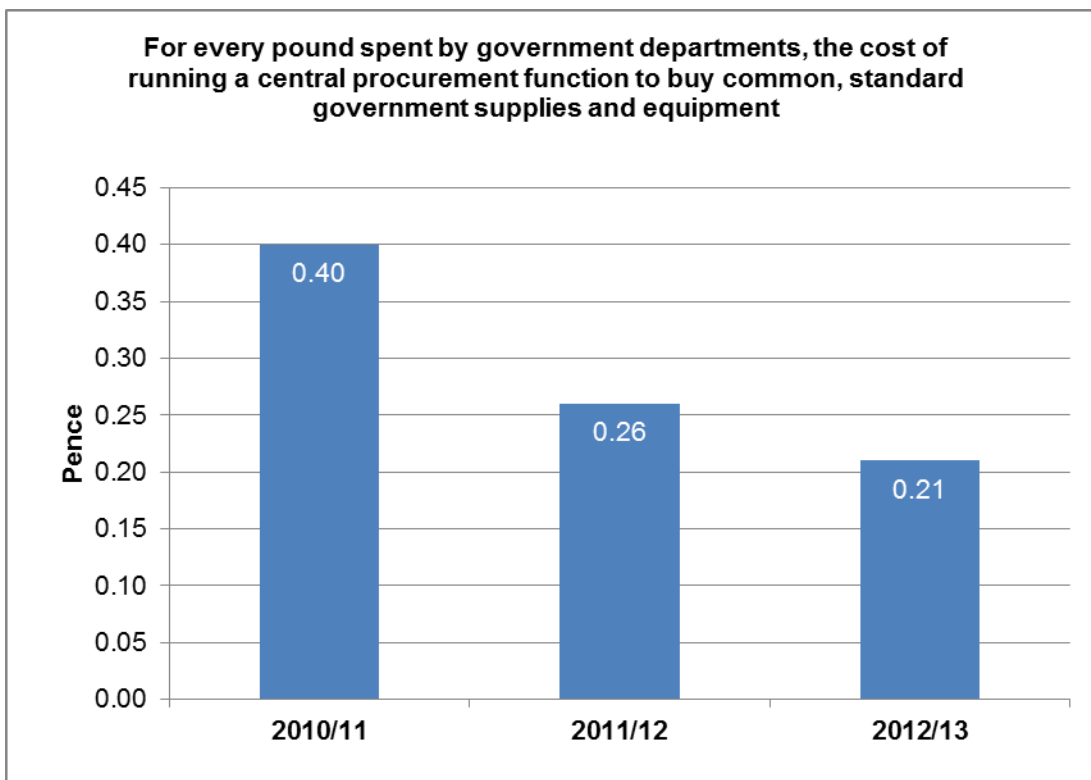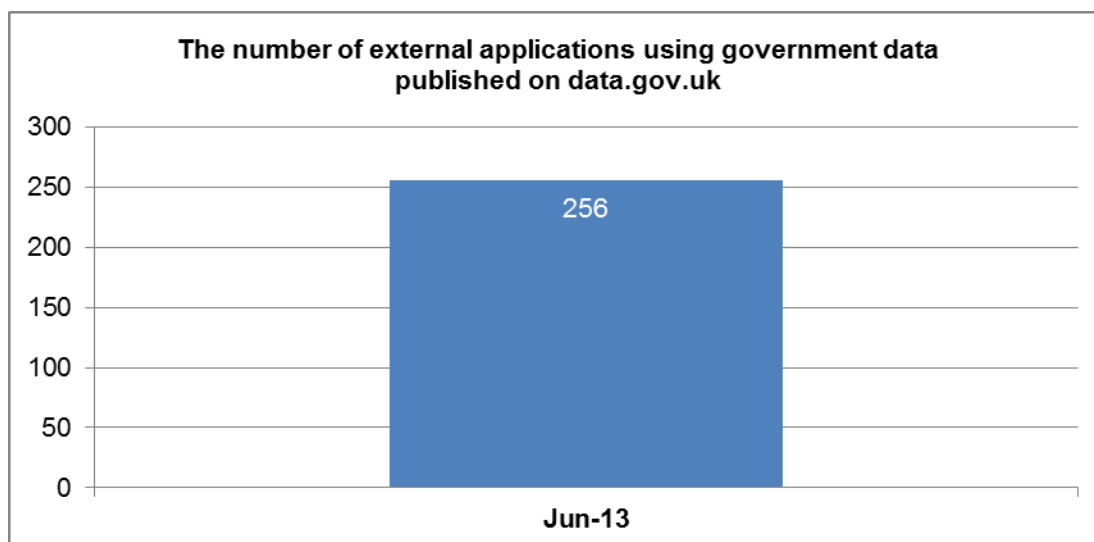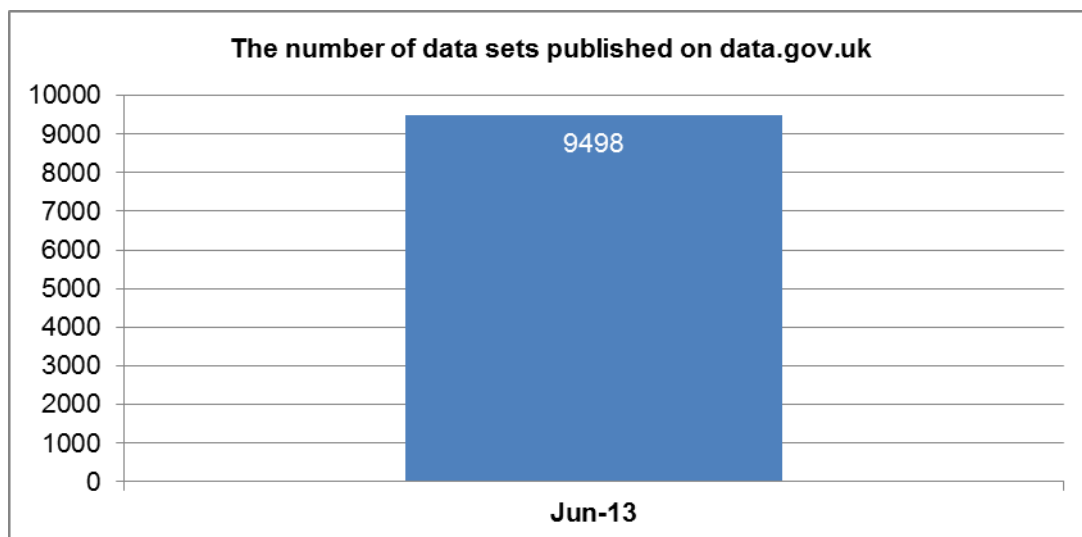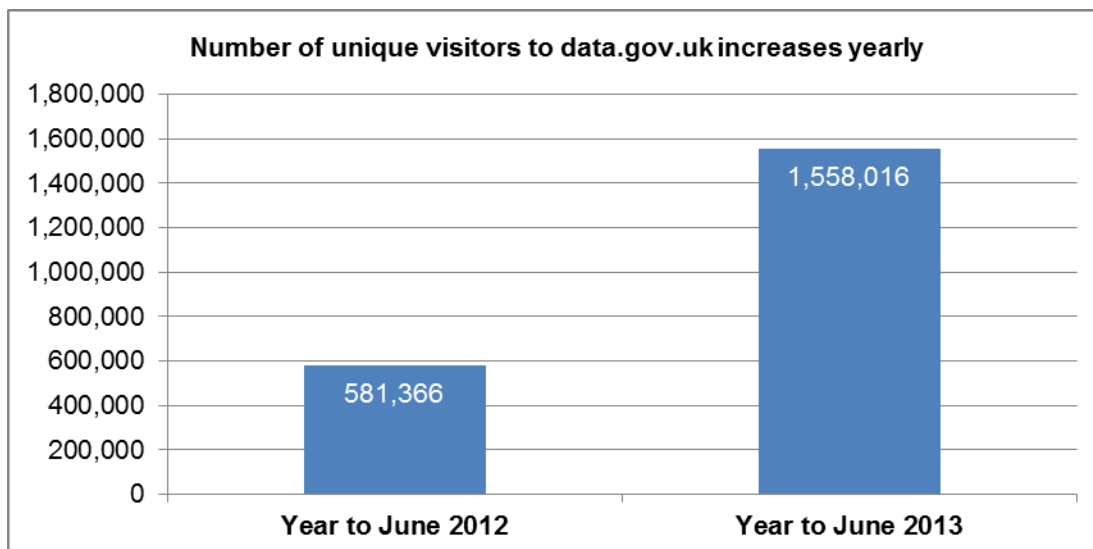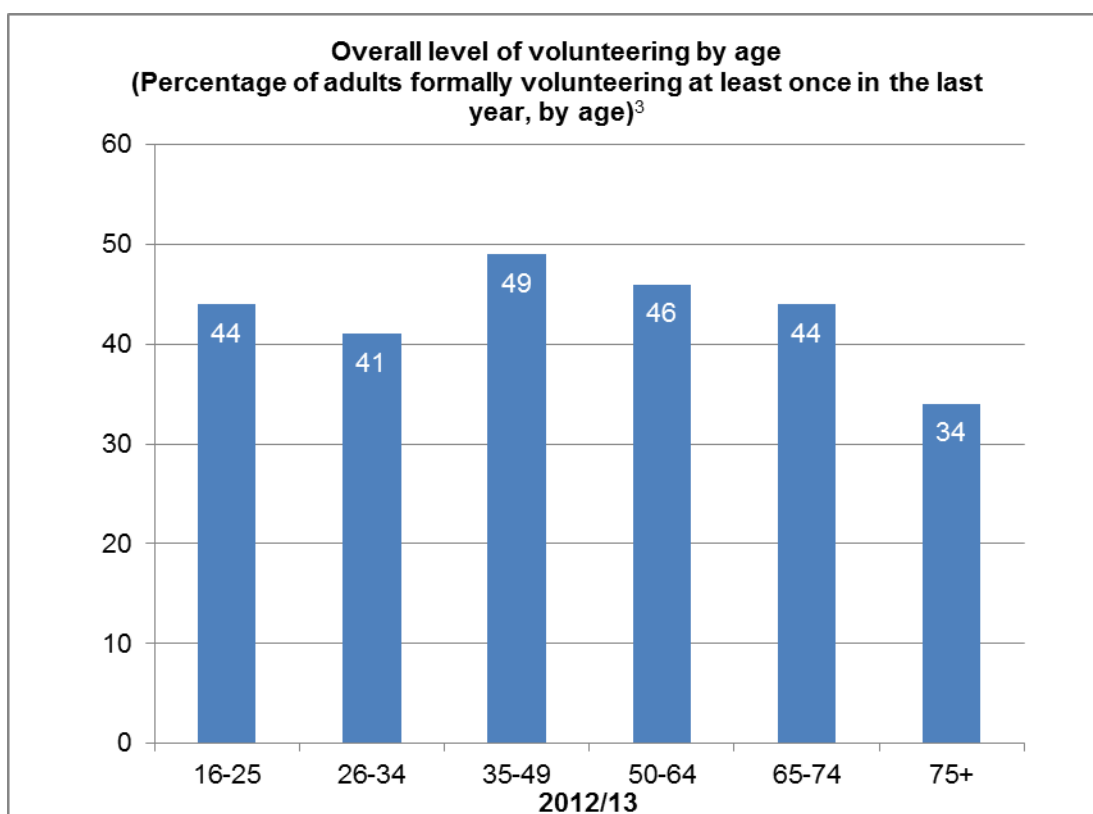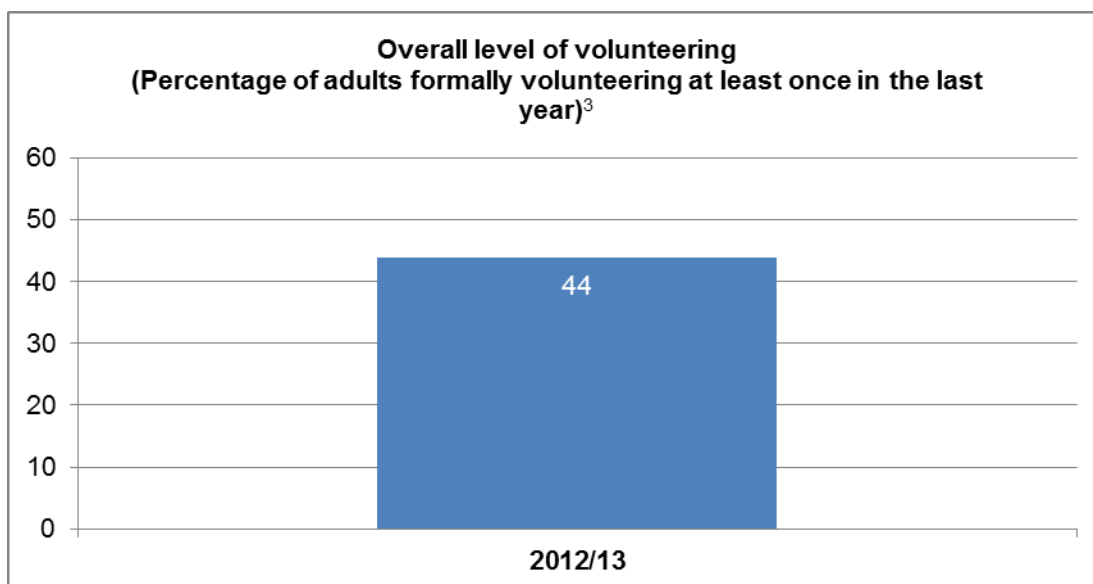
INCREASE TRANSPARENCY IN THE PUBLIC SECTOR

To achieve the Coalition government's priority to make central government more transparent and better held to account by the public the Cabinet Office has worked to put a range of government data on to the web that is accessible by the public. The tables below and on the next page demonstrate on-going work to make more and more data available.
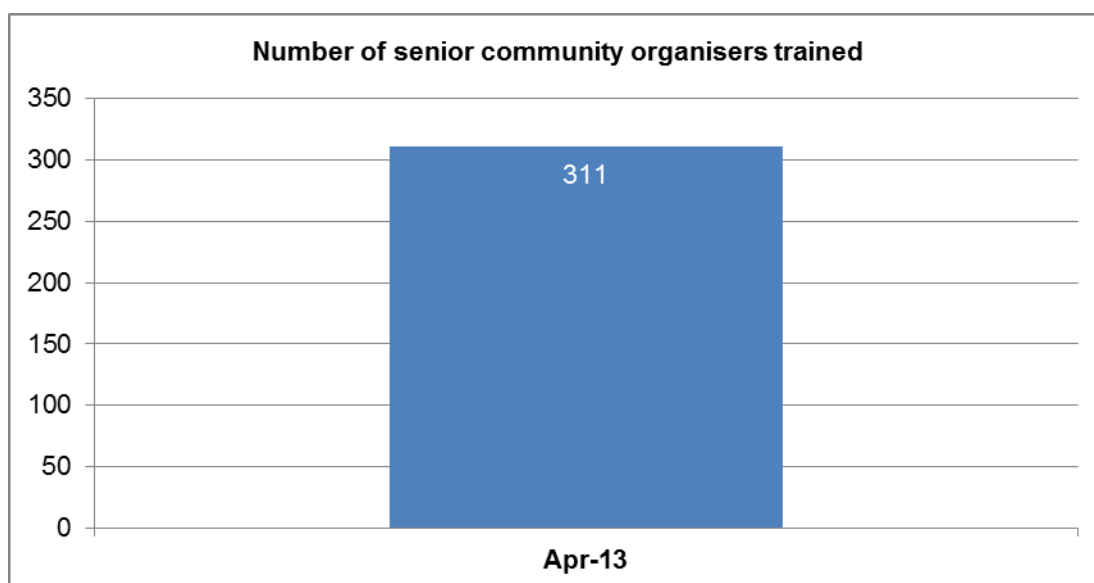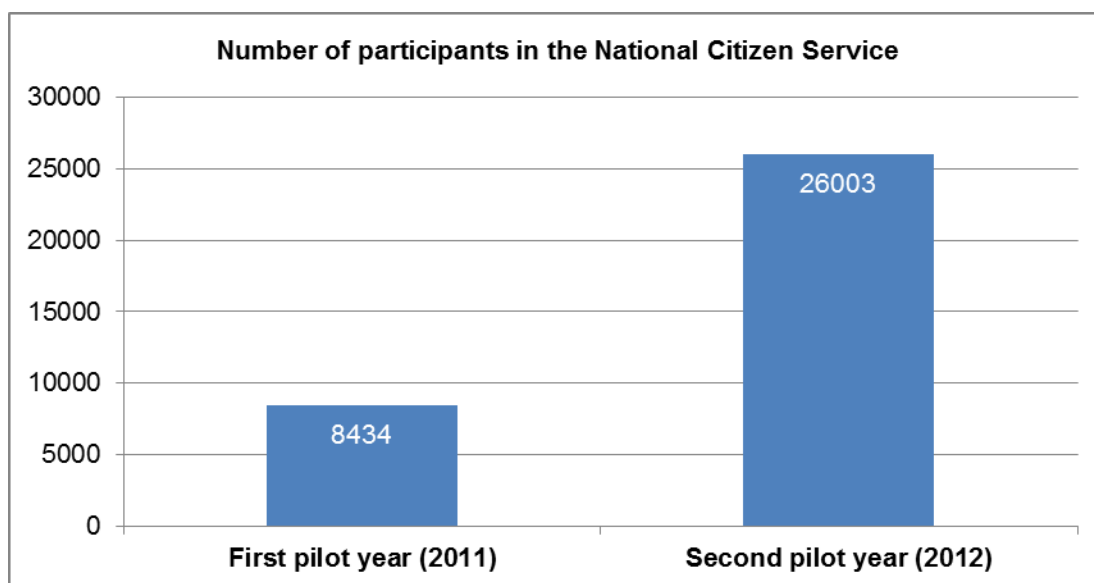
The number of data sets published on data.gov.uk

Jun-13	9498

The number of external applications using government data published on data.gov.uk

Jun-13	256

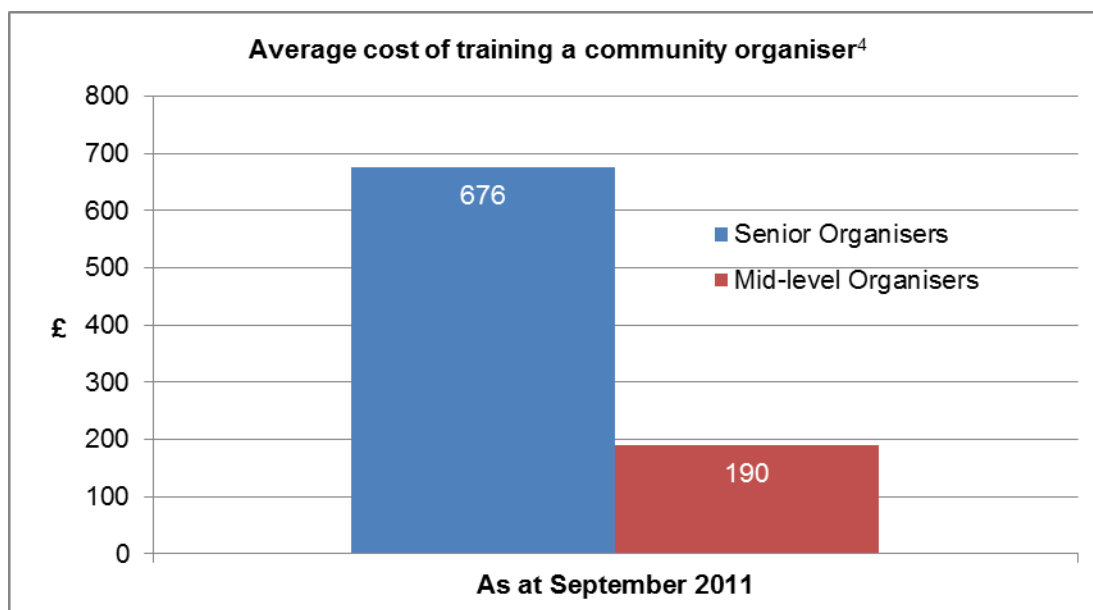**Number of unique visitors to data.gov.uk increases yearly**

BUILD THE BIG SOCIETY

The next five charts reflect work undertaken by Cabinet Office to encourage greater giving of time and providing communities with resources to take action for themselves through the Community Organisers programme. National Citizen Service is a programme for 16 and 17 year olds to better understand and participate in local communities.

Overall level of volunteering
(Percentage of adults formally volunteering at least once in the last year)[3]

Overall level of volunteering by age
(Percentage of adults formally volunteering at least once in the last year, by age)[3]

20

[3] These statistics are taken from the Community Life Survey, a new survey providing Official Statistics on areas such as volunteering, charitable giving and community engagement. Prior to this survey going live, volunteering statistics for this indicator were taken from the Taking Part Survey - a survey looking into engagement with culture, media and sports. Due to the narrower focus of the Taking Part survey the two estimates of volunteering are not directly comparable. The Community Life Survey provides a comprehensive estimate of volunteering, comparable to previous estimates provided by the Citizenship Survey, and as such will be used to provide estimates for this indicator in future

Number of participants in the National Citizen Service

First pilot year (2011)	8434
Second pilot year (2012)	26003

Number of senior community organisers trained

Apr-13: 311

Average cost of training a community organiser[4]

[4] Following this update, we will no longer report on this indicator. We have introduced and will now report against the indicator 'The number of senior community organisers trained'. This will enable a better assessment of the progress being made in this area.

Growth of social investment market is higher than UK economic growth

Reporting against this new indicator will begin in October 2013.

Net Outturn (Analysis of net resource outturn by section)
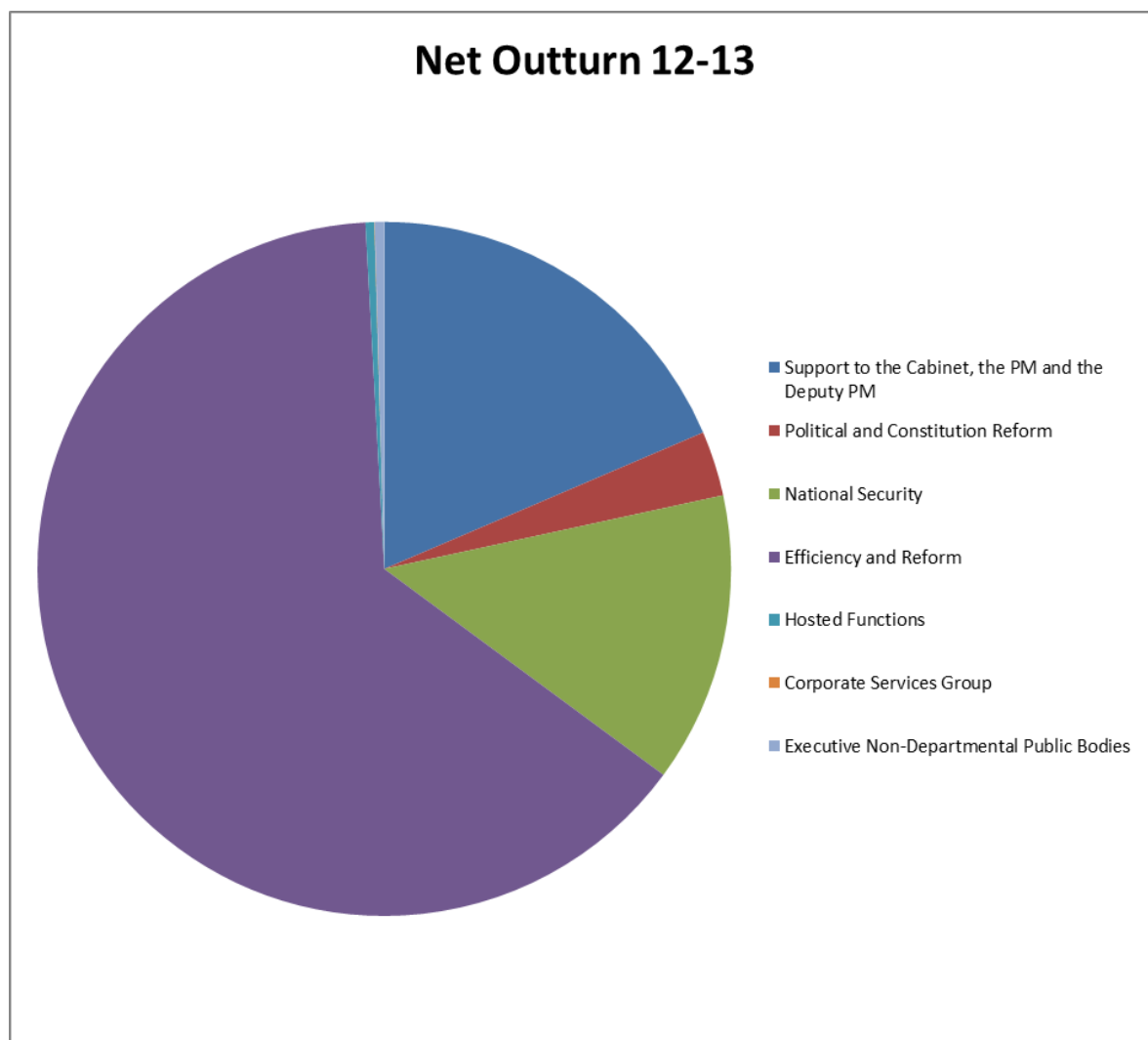
Total Departmental Expenditure Limit (DEL)- Voted	Net Outturn 12-13
Support to the Cabinet, the PM and the Deputy PM	61,096
Political and Constitution Reform	9,958
National Security	44,472
Efficiency and Reform	210,665
Hosted Functions	1,340
Corporate Services Group	71.622
executive Non-Departmental Public Bodies	1,442

# Net Outturn (Continued) (**Analysis of net resource outturn by section**)
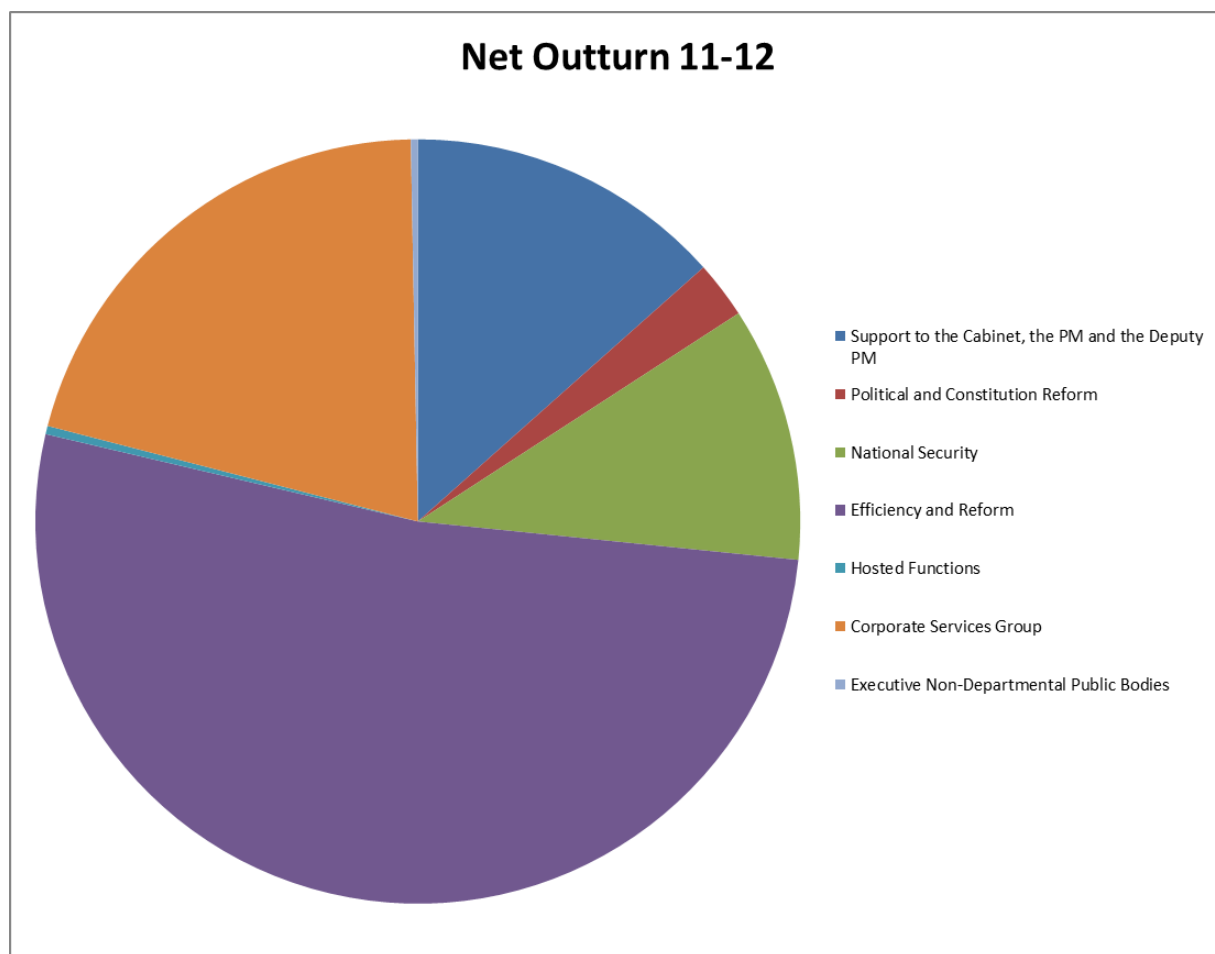
Total Departmental Expenditure Limit (DEL)- Voted	Net Outturn 11-12
Support to the Cabinet, the PM and the Deputy PM	59,991
Political and Constitution Reform	10,772
National Security	48,149
Efficiency and Reform	232,724
Hosted Functions	1,566
Corporate Services Group	92,442
Executive Non-Departmental Public Bodies	1,313

Net Outturn (Continued) (Analysis of net resource outturn by section)

Net Outturn 10-11 (restated figures)
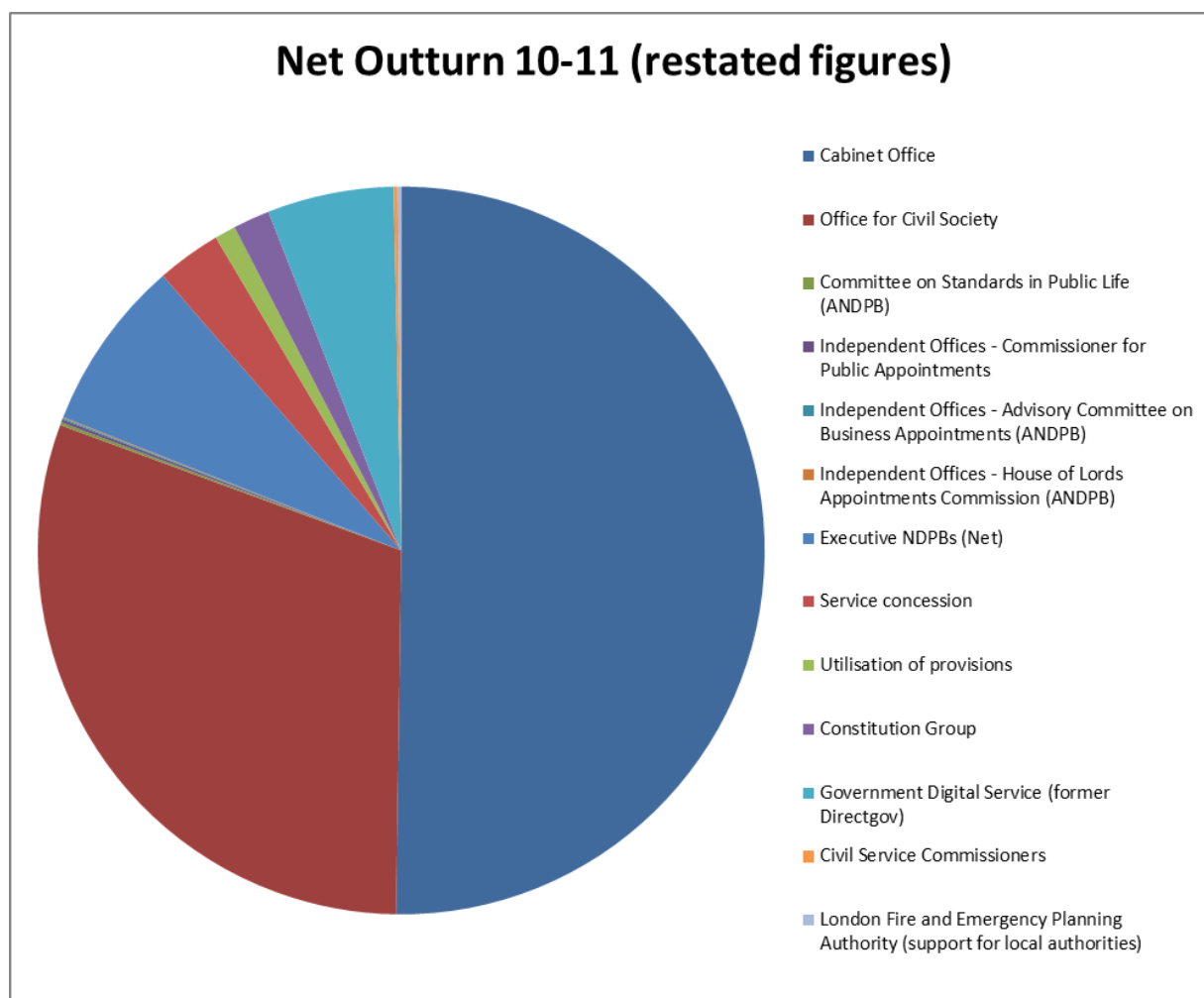
Total Departmental Expenditure Limit (DEL)- Voted	Net Outturn 10-11 (restated figures)
Cabinet Office	197,938
Office for Civil Society	119,697
Committee on Standards in Public Life (ANDPB)	509
Independent Offices - Commissioner for Public Appointments	552
Independent Offices - Advisory Committee on Business Appointments (ANDPB)	237
Independent Offices - House of Lords Appointments Commission (ANDPB)	170
Executive NDPBs (Net)	30,117
Service concession	11,289
Utilisation of provisions	3,685
Constitution Group	6,414
Government Digital Service (former Directgov)	22,169
Civil Service Commissioners	707
London Fire and Emergency Planning Authority (support for local authorities)	606

Net Outturn (Continued) (Analysis of net resource outturn by section)

Net Outturn 09-10 (restated figures)
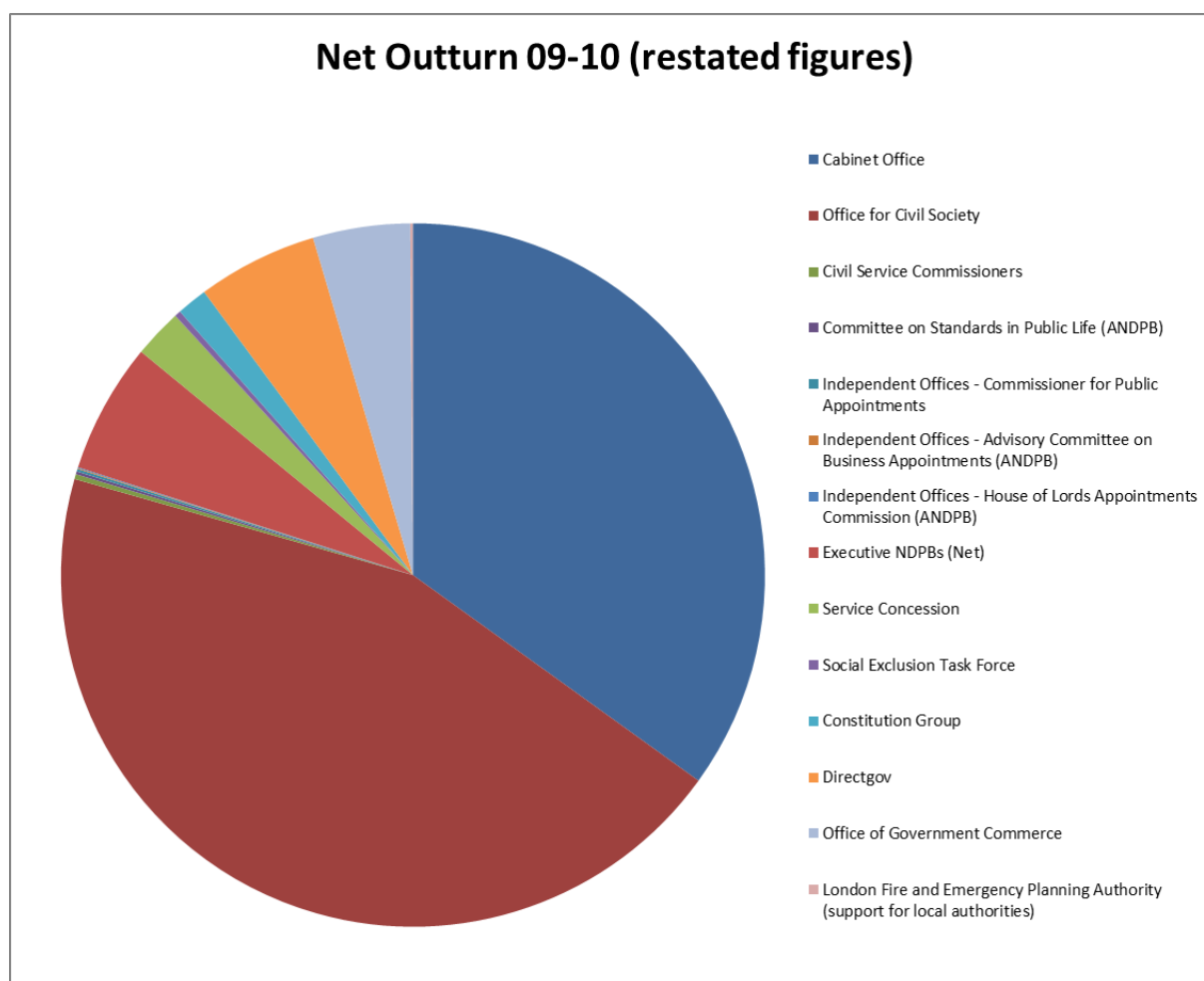
Total Departmental Expenditure Limit (DEL)- Voted	Net Outturn 09-10 (restated figures)
Cabinet Office	175,757
Office for Civil Society	223,703
Civil Service Commissioners	1,122
Committee on Standards in Public Life (ANDPB)	676
Independent Offices - Commissioner for Public Appointments	577
Independent Offices - Advisory Committee on Business Appointments (ANDPB)	220
Independent Offices - House of Lords Appointments Commission (ANDPB)	218
Executive NDPBs (Net)	30,117
Service Concession	11,289
Social Exclusion Task Force	1,431
Constitution Group	7,083
Directgov	27,811
Office of Government Commerce	22,449
London Fire and Emergency Planning Authority (support for local authorities)	606

GLOSSARY

AME	Annually Managed Expenditure
ANDPB	Advisory Non Departmental Public Bodies
AWDL	Annual Working Days Lost
CDEL	Departmental Expenditure Limit (Capital)
DEL	Departmental Expenditure Limit
DFE	Department for Education
DWP	Department for Work and Pensions
ERG	Efficiency and Reform Group
ERTP	Electoral Registration Transformation Programme
FED	Fraud, Error and Debt
GCHQ	Government Communications Headquarter
GDS	Government Digital Service
GIG	Government Innovation Group
ICT	Information and Communications Technology
IER	Individual Election Registration
IT	Information Technology
MPA	Major Projects Authority
NAO	National Audit Office
NCS	National Citizen Service
NCSP	National Cyber Security Programme
NDPB	Non Departmental Public Bodies
OCS	Office for Civil Society
OCSIA	Office of Cyber Security and Information Assurance
OGP	Open Government Partnership
PSN	Public Services Network
SDSR	Strategic Defence and Security Review
SME	Small and Medium Enterprises
UK	United Kingdom

VCSE   Voluntary, Community and Social Enterprise

YTD   Year to Date

QDS   Quarterly Data Summaries

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