



"We challenge ourselves every day to be better and more ambitious. In many areas there's been progress, but we want to do more. I want to empower colleagues to innovate, capturing both the actions and the spirit of the plan."

- Richard Heaton, Permanent Secretary

Total FTE Reduction between Q2 2010 - Q1 2013:	-28% (-890 FTE) ¹
Employee Engagement Index in 2012 (CS benchmark 58%):	60% (up 1 percentage point on 2011)

Progress against department-focused actions in the Reform Plan

Action 2: Digital by Default	Cabinet Office's Digital Strategy was published in December 2012. One exemplar project is live and another is currently in progress (the electoral registration transformation programme). A capability review will be carried out in co-ordination with the Government Digital Service by the end of 2013.
Actions 3 and 4: Shared and Sharing Services	Cabinet Office is already a member of the second Independent Shared Service Centre (ISSC2). We share the provision of our IT services with the Treasury. We are also a member of the cross-departmental Internal Audit shared service. The Government Procurement Service provides a shared service to the Cabinet Office and other departments for procurement.
Action 5: Open Policy Making	We submitted a bid to the Contestable Policy Fund in July 2012 (funding agreed and project in progress). We have also launched "Policy School", which gives staff the opportunity to talk to experts on new policy techniques.
Action 6: Matching Resources to Government Priorities	Cabinet Office currently operates a flexible resourcing model across 40% of the department, which matches resources to key ministerial priorities. We also use a resourcing model that balances a mix of permanent departmental staff with loans from other departments and secondments/short term appointments from industry.
Action 9: Management Information	The Quarterly Data Summary completion rate for Q3 was 88%. Management Information is regularly used to facilitate decisions at departmental board level.
Action 12: Skills, Learning and Development	Cabinet Office has adopted the new Civil Service Competency Framework . We offer five days of learning and development to all staff. 100% of staff (including agencies) have signed-up to Civil Service Learning. The Civil Service Capabilities Plan has been communicated to staff.
Action 14: Secondments and Interchanges	In 2012/13, Cabinet Office had a Commercial Interchange Programme in place, with eight exchanges in and one out of the department. Alongside

¹ Includes Cabinet Office; Government Procurement Service; and Government in Parliament.

this interchange programme, 23 Cabinet Office staff were seconded to the private sector and 60 external secondees were working in the department.

Action 16: Departmental Improvement Plans

Cabinet Office is one of the five pilot departments. We aim to publish our first Improvement Plan in July 2013.

Action 17: Modern Employment Offer

Cabinet Office has adopted the new performance management framework. We introduced new Terms and Conditions for new starters in April 2013.

Creating a Modern Workplace

We have reduced our London estate from 13 buildings to 5. One building will be released in October 2013 and another by March 2015, achieving 30% savings on property running costs plus capital receipts of £60m. We are also upgrading our IT, enabling more flexible working. We currently operate an 8:10 desk ratio across our 3 main sites and have met the Government occupation target of 10sq.m.

Wider reform in CO:

Building on Civil Service Reform, the Permanent Secretary, Richard Heaton, has laid out his own personal vision of the Department that is: flexible, innovative, joined up, digital and championing excellence.

We have a Director General Board-level champion for Civil Service Reform who is catalysing a group of volunteers from across the Department to identify and take forward actions to deliver this vision.