
Cabinet Office

Mid-Year Report to Parliament

April to September 2014

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Executive summary

Performance against objectives

Cabinet Office works to eight coalition priorities. Within the Business Plan commitments to each priority there are a number of actions for the 2014/2015 period.

The following table shows the list of Business Plan actions due in the first six months of 2014/15, broken down by coalition priority.

Table 1

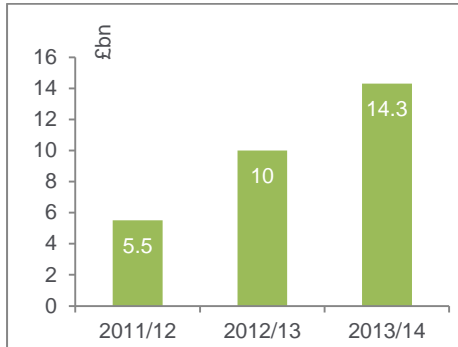
Coalition Priority	2014 Actions	Key achievements and challenges
1. Drive efficiency and effectiveness in government Help tackle the deficit by spending less taxpayers' money and spending it more wisely, collecting consistent management information to improve the efficiency of Government, addressing fraud, error and uncollected debt, and contributing to the reform of Government to improve its effectiveness. Reform the Civil Service including to make it more unified and open, sharpen accountability, address skills gaps and improve delivery and implementation	2.5 (i): Further extend project bank accounts to ensure rapid payment to supply chain members and support to small and medium-sized enterprises.	Completed
	2.5 (iii): Publish the forward pipeline of funded Government construction projects.	Completed
	2.6 (i): Move more than 250 departmental, agency and arm's length bodies to GOV.UK while continuing to develop and improve the site.	Completed late – the original target of completion by April 2014 was missed as a result of some websites being more complex to migrate than first envisaged
	2.11(iii): With BIS, launch a second phase of Red Tape reviews to look at areas such as infrastructure, key stages in the growth of companies, and business activities where negotiating the system is overly complex.	Completed early – original deadline was October 2014 and achieved September 2014
	2.11(iv): Ensure, with BIS, that significant Red Tape Challenge measures with deregulatory impact are implemented during this Parliament.	Completed early – original deadline was April 2015 and achieved September 2014
2. Increase transparency in the public sector	The business plan action delivery date falls outside the scope of this report	
3. Reform of the political and constitutional system Support efforts to give power to people and communities by redistributing control away from Britain's over-centralised state.	4.3 (ii): Bring new IER system into force in England and Wales.	Completed early – original deadline was July and launch of digital electoral registration was announced on 10th June 2014.
	4.3 (iii): Bring new IER system into force in Scotland	Completed early – original deadline was October and launch of digital electoral registration went live on 19th September 2014.
	4.5 (ii): Work with the Scotland Office and Scottish Government to facilitate a legal, fair and decisive referendum on Scotland's constitutional future.	Completed

	4.6 (iii): Expand the City Deals model beyond England by delivering the Glasgow City Deal, in partnership with the Scottish Government	Completed
	4.6 (iv): With DCLG and BIS, support Local Enterprise Partnerships to develop Local Growth Deals that are focused on economic growth	Completed
	4.7 (i): With BIS, publish the Carr Review	Completed early – the original deadline was January 2015 and the Review's release was announced on 15th October 2014.
4. Build the Big Society	5.2 (ii): Deliver a nationwide programme of commercial skills master classes for the voluntary, community and social enterprise (VCSE) sector, in partnership with VCSE and commercial organisations.	Completed
Build the Big Society by promoting community empowerment, opening up public services, and encouraging social action.	5.3 (vii): Introduce the Friends and Family Test in the National Citizen Service	Completed early – original deadline was March 2015 and since August 2014 the Friends and Family Test has been included as part of the questionnaire survey that attendees complete at the end of their NCS programme.
	5.4 (iii): Create 15 Social Investment Bonds through Cabinet Office support	Completed early – original deadline was April 2015 and so far 24 SIBs have been created.
	5.5 (i): Publish a draft Protection of Charities Bill including measures to maintain public trust and confidence in the effective regulation of charities	Completed early – original deadline was March 2015. The draft Bill was published on the day of a Ministerial Written Statement being announced in the House of Commons on 22 nd October 2014.
5. Promote social mobility	All business plan actions were delivered prior to this report.	All business plan actions were delivered prior to this report.
6. Maintain a secure and resilient UK and help to shape a stable world - Drive cyber growth	The business plan action delivery date falls outside the scope of this report	The business plan action delivery date falls outside the scope of this report
7. At all times provide effective and professional support for government business	Core responsibility of the Cabinet Office - No business plan actions	Core responsibility of the Cabinet Office - No business plan actions
8. Promote UK growth – This priority is included in each department's set of coalition priorities		

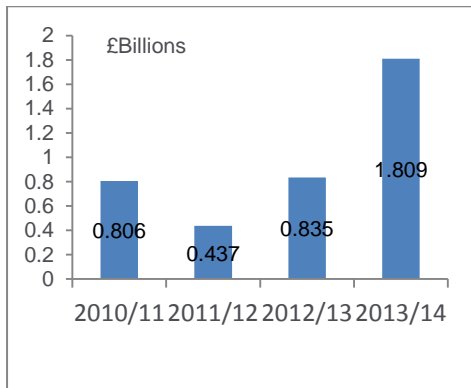
Input and impact indicators

Efficiency and Reform

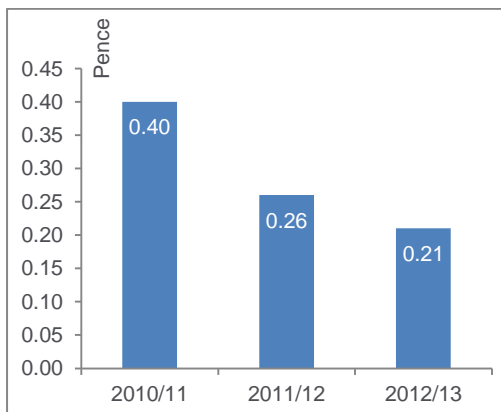
ERG Savings figures verified by the National Audit Office (against 2009-2010 baseline)



Total savings made by improved management of relationships with key government suppliers (against 2009-2010 baseline)

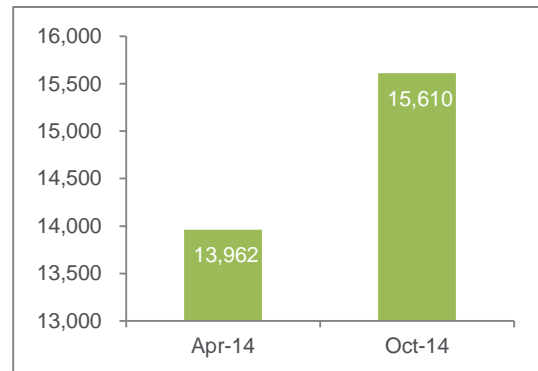


For every pound spent by government departments, the cost of running a central procurement function to buy common standard government supplies and equipment

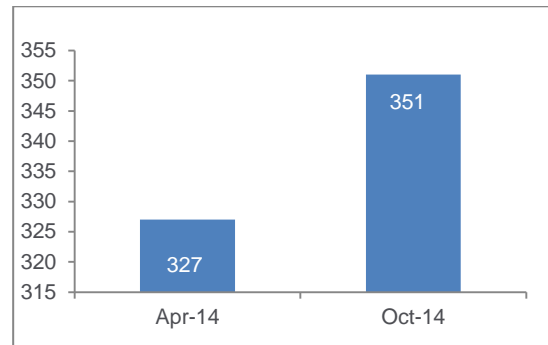


Increase transparency in the public sector

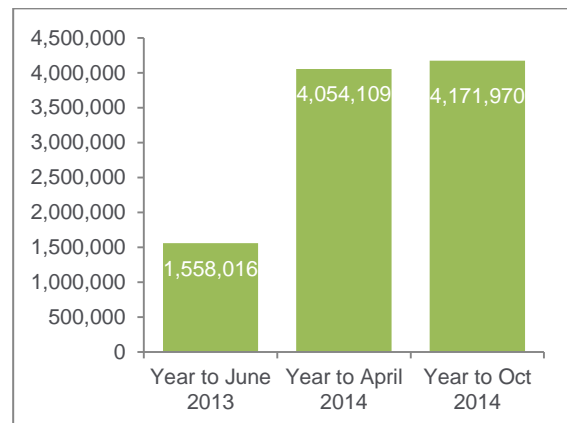
Number of data sets published on data.gov.uk



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

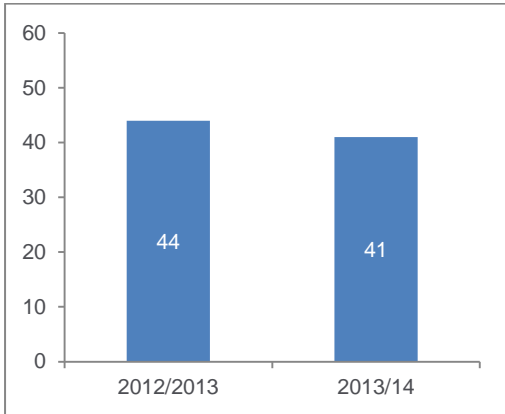


Number of unique visitors to data.gov.uk increases yearly

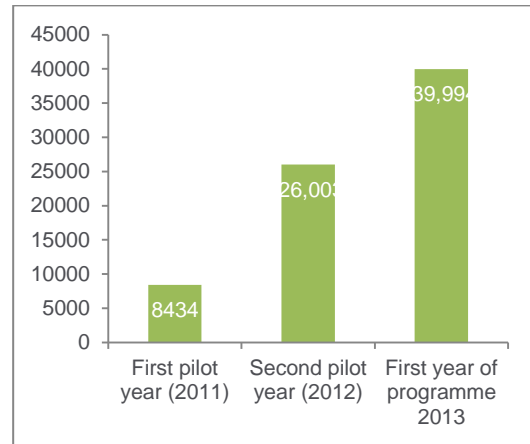


Build the Big Society

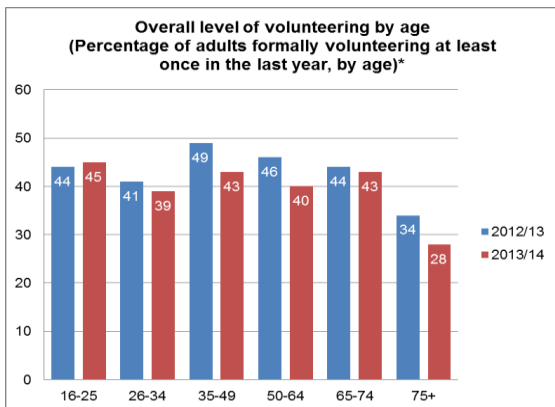
Overall level of volunteering (percentage of adults formally volunteering at least once in the last year). (The level of volunteering was higher in 12/13 due to the Olympics)



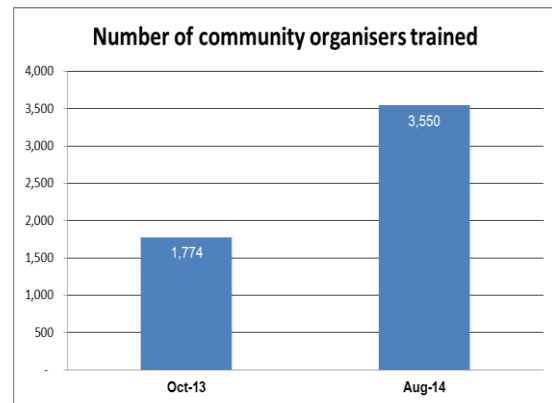
Number of participants in the National Citizen Service



Overall level of volunteering by age (percentage of adults formally volunteering at least once in the last year, by age)



Number of Community Organisers trained



These two indicators use information taken from the Community Life Survey 2013/14, which is an annual publication.

* taken from 'Growing the Social Investment Market: The Landscape and Economic Impact (July 2013)'. Figures not yet made available for 2013/14

Financial performance

Outturn with prior year comparatives for six months to 30 September and current year plan against prior year outturn, trend analysis of control totals and net outturn by operating segment.

Outturn for six months to 30 September 2014

Table 2

	Resource (£000)				Capital (£000)			
	Annual Plan 2014-15	Actual April to Sept 2014-15	Actual April to Sept 2013-14	Outturn 2013-14	Annual Plan 2014-15	Actual April to Sept 2014-15	Actual April to Sept 2013-14	Outturn 2013-14
Support to the Cabinet, the PM and the Deputy PM	83,497	29,655	31,621	57,691	2,000	256	852	1,476
Political and Constitutional Reform	70,092	34,561	8,877	20,629	-	3,341	914	6,567
National Security	20,100	12,713	10,236	29,076	-	(192)	40	975
Efficiency and Reform	48,081	46,369	84,025	100,515	-	275	975	4,547
Government Innovation Group	225,508	118,995	-	170,092	10,000	12,456	-	12,080
Transactional Shared Services	-	582	-	565	-	-	-	-
Hosted Functions	1,150	1,003	788	1,152	-	-	-	-
Corporate Services Group	67,020	16,430	31,329	36,535	8,500	3,163	1,981	17,228
Civil Service Capability	7,392	4,375	-	-	-	-	-	-
Pensions	6,000	24,501	-	-	-	-	-	-
Executive Non-Departmental Public Bodies	1,887	795	719	1,794	-	-	-	-
Consolidated Fund Standing Services	121,100	120,443	765	1,826	-	-	-	-
Total Departmental Expenditure Limit	651,827	410,422	168,360	419,875	20,500	19,299	4,762	42,873
Total Annually Managed Expenditure	4,492	(550)	(471)	(4,080)	-	-	-	-

Support to the Cabinet, the PM and the Deputy PM

This segment provides support to the Cabinet to drive the coherence, quality and delivery of policy and operations across departments, and provides support to the Prime Minister and Deputy Prime Minister to define and deliver the government's objectives, implement political and constitutional reform, and drive forward from the centre particular cross-departmental priority issues. It includes the Prime Minister's Office, Deputy Prime Minister's Office, Communications Group and a number of smaller units.

Main Estimate 2014-15 includes £25 million budget cover for the GREAT Campaign whose overall budget is £46.5 million. Except for Cabinet Office's £3.5 million share of the costs, this budget will be transferred to other departments at Supplementary Estimate, after which spend will be in line with prior year. GREAT Britain campaign's objectives are to deliver increased levels of trade, investment, tourism and high-quality students, leading to a measureable economic impact of at least £600-800m.

Political and Constitutional Reform

Spend in the first half of the year has largely been on staff costs for policy and related work which has included the referendum on Scottish Independence, the Recall of MPs Bill, the Register of Consultant Lobbyists, the 2014 European Parliamentary election and the next UK Parliamentary election. Additional work will be required following the Scottish referendum in looking at Devolution policies including the West Lothian question.

This financial year also saw the go-live of Individual Electoral Registration (IER) which was the first major transactional exemplar service delivered live as an agile project through a collaborative effort, involving Cabinet Office, Government Digital Service (GDS), Department of Work and Pensions (DWP) and 380 local authorities. Prior year spend related to preparations for the transition to IER and was much lower.

IER went live in England, Wales (10th of June 2014) and in Scotland (19th September 2014) and involved moving 46 million voters from household to individual registration and enabling online applications. This is the biggest change to the democratic process since universal suffrage. The resulting product enables people in the UK to get on the electoral roll in just a few minutes, even using their mobile phone. Over 3 million people have registered since the service launched, over 70% digital applications, with a satisfaction score consistently above 90%. Therefore the programme is on time, of the right quality and within budget. The costs mainly related to upfront grant funding paid directly to Local Authorities/ Valuation Joint boards for the transition to IER, upgrades for hardware, staff resources for running the programme, hosting and development of the IER digital service, Scottish Public Sector Network development and confirmation and verification processes by DWP. This will continue until year end, but will also include costs on benefit realisation work streams such as further digital integration, form design and data mining. In addition, we are projecting further cost for functionality training for users and supporting materials in order to make them compliant with the new processes arising from the transition to IER, additional funding requests where Local Authorities/ Valuation Joint boards who cannot continue the implementation of IER due to lack of funding and maximising registration funding.

National Security

The National Security Secretariat (NSS) provides advice and support to the National Security Council (NSC), a Cabinet Committee chaired by the Prime Minister. It implements the National Security Strategy, Strategic Defence and Security Review (SDSR) and the UK's Cyber Security Strategy, and manages the national crisis centre (COBR) ensuring an effective response to national emergencies. While central costs of the National Security Secretariat have continued to fall in 2014-15 in line with

reduction targets over SR10, the development of the UK National Computer Emergency Response Team (CERT-UK), has increased costs in 2014-15.

Efficiency and Reform

Led by the Efficiency and Reform Group (ERG), government continues to make strong progress towards delivering an aim of £20 billion of savings for the public purse this financial year. Since it was established in 2010 the ERG has been working across Whitehall with departments to stamp out unnecessary spend as well as encourage innovative ways of delivering services for less. Alongside work on major projects, digital transformation, and fraud, error and debt, this department continues in helping to change the way the Civil Service works against 2009-2010 baseline, including fraud, error and debt

The net expenditure forecast has decreased in comparison to last financial year due to a number of reasons. The Efficiency Cluster transferred out of the Cabinet Office to form the Crown Commercial Service with the Government Procurement Service, income has increased to recover costs for projects from departments directly benefiting from them (Single Oracle Platform, assurance reviews etc.) and an overall drive to reduce budgets whilst still delivering reform.

Supplementary Estimate 2014-15 is expected to reflect additional funding: for Single Operating Platform £2.5 million resource and £6 million capital, and for Government Digital Service £46 million resource and £7 million capital. This will bring overall ERG spend broadly in line with prior year.

Government Innovation Group (GIG)

Programme expenditure covers some significant Government Innovation Group (GIG) activity such as the National Citizen Service (NCS) that expects to see the number of young people attending the programme to rise in 2014. The final participant numbers will be published in 2015 as part of the independent evaluation of National Citizen Service, but since the programme began in 2011, 130,000 young people have taken part. The Centre for Social Action continues to engage volunteers and several new programmes have been established using London Interbank Offered Rate (LIBOR) funding – the Uniformed Youth programme is expanding the numbers of places for young people to join uniformed groups in deprived areas; the Blue Lights Programme is working with a range of VCSE organisations to improve the support for emergency services personnel who are injured in the line of duty; and their families; the Search and Rescue programme has established an endowment to fund training for search and rescue volunteers in the future. The next two quarters will see GIG activity making significant movement to the capital income and expenditure. The other main capital spend contributes to the successful Community First Endowment Match Challenge, which by December will have exceeded its target and raised £121 million by matching individual and corporate donations to create a sustainable source of funding for local charitable organisations. GIG programme expenditure is expected to increase from £164 million in 2013-14 to around £224 million. The increase is primarily due to an increase in NCS activity.

Administration programmes are generally on course to meet their objectives – this includes the Contestable Policy Fund which now has an established pipeline of proposals coming forward from Departments. The fund was announced in the Civil Service Reform Plan and provides up to £50,000 match funding to government departments commissioning external policy advice.

Supplementary Estimate 2014-15 is expected to reflect an additional £9 million in resource DEL and £8.6 million in capital DEL funded from the use of LIBOR fines.

Hosted Functions

This covers Independent Business Units hosted by the Cabinet Office. The Cabinet Office is often tasked to lead with inquiries, reports, and other areas of work which require independence, but which work across a number of Departments. The work covered by this segment includes the Iraq Inquiry, Committee for Standards in Public Life and the Intelligence and Security Committee. After cost recoveries from other government departments, spend will be in line with prior year.

Corporate Services Group

This provides a central support function to the wider Cabinet Office and comprises Finance, Human Resources, Estate Management and ICT. In 2013-14 outturn was unusually low since it included income relating to the transfer of shares in associate, AXELOS Limited, to Capita Business Services Limited of £38.2 million. Capital expenditure is reduced in 2014-15 following the completion in the prior year of a number of modernisation works to the Cabinet Office core freehold estate.

Civil Service Capability

The Civil Service Capability line in the accounts comprises of two groups: Civil Service Human Resources and Civil Service Group.

Civil Service HR provides a professional HR service across the Civil Service. It sets common standards and approaches, and provides expert HR functions and advice to departments (for example on learning and development, and resourcing). The team began migration to the Cabinet Office in September 2013 but was only brought together as one function in this financial operating year. It has been fully up and running since then delivering both business as usual and specific projects, of which the most significant is the pensions transformation programme. Expenditure in 2014-15 is forecast to be slightly under the £4.8 million budget; there is no comparative data for 2013-14.

Civil Service Group continues cross-government work to deliver the Civil Service Reform Plan. A Progress Report was published in October 2014, and the Group are driving forward the next phase of reform, with a particular focus on leadership and culture. The work of the Group also includes running the Non-Executive Director network and the implementation of the Talent Action Plan (published in September 2014). Expenditure in 2014-15 will be higher than that in 2013-14 owing to changed structures and increased responsibilities (including diversity and capabilities).

Pensions

The Cabinet Office is responsible for the governance of the Principal Civil Service Pension Scheme and MyCSP Limited, an associate company, is responsible for pension administration. Participating employers pay the Cabinet Office for the cost of pension administration for current employee members. The Cabinet Office is responsible for meeting central costs, including the element of MyCSP costs not covered by the sums paid by employers and these costs are met by income from a charge on Civil Superannuation employer pension contributions. At 30 September 2014, costs remain to be recovered. The Cabinet Office bears the administration costs of the Royal Mail Pension Plan.

Executive Non-Departmental Public Body, Civil Service Commission

The Civil Service Commission regulates recruitment to the Civil Service providing assurance that appointments are on merit after fair and open competition. It also hears complaints if the Civil Service Code has been breached.

The Civil Service Commission provides secretariat services to three other independent offices:

- The Commissioner for Public Appointments regulates the processes by which UK Ministers and Welsh Ministers make appointments to the boards of national and regional public bodies. He also fulfils certain appointments functions under the Royal Charter on Press Self-Regulation.
- The Advisory Committee on Business Appointments provides independent advice on applications made to it under the Business Appointment Rules, about appointments former Ministers (including in the devolved administrations), senior civil servants and other Crown servants wish to take up on leaving government.
- The House of Lords Appointments Commission makes recommendations for non-party political appointments to the cross-benches of the House of Lords and vets other nominations for peerages – including those made by the political parties – for propriety.

The activities and expenditure for this year are broadly in line with those for the last financial year.

Consolidated Fund Standing Services

This represents £2 million for the salary and pension costs of UK Members of the European Parliament and £119.1 million for the European Parliamentary Election held on 22 May 2014 of which £67 million for the conduct of the poll and £52.1 million for candidates' mailings including £105.5 million for England and Wales, £13.5 million for Scotland and £0.1 million for Northern Ireland.

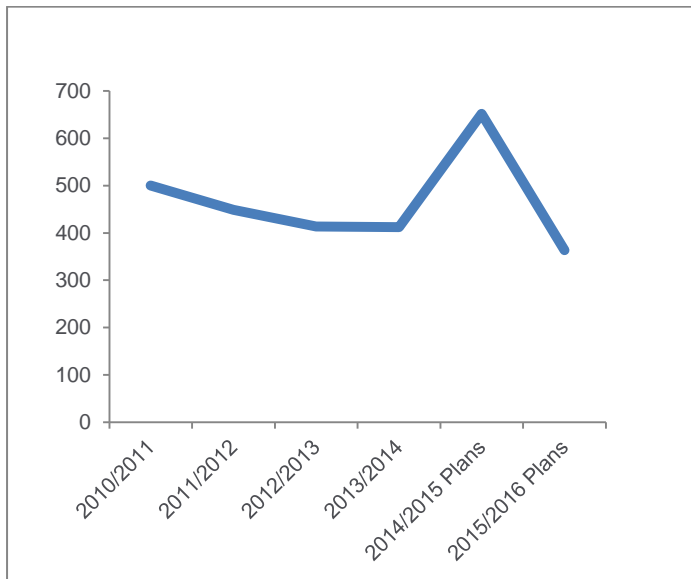
The delivery of candidates' mailings amounted to £39.295 million. The actual costs for the conduct of the poll will only be known when all claims from Returning Officers have been received and settled.

Supplementary Estimate 2014-15 is expected to reflect additional funding of £0.750 million for UK Parliamentary By-elections and a transfer to the Scotland Office to cover costs of candidates' mailings and conduct of the poll in the amount of £11.237 million and a transfer to Northern Ireland Office of £0.106 million to cover their portion of the administration fee.

Financial performance

Resource Departmental Expenditure Limit (RDEL) - Trend analysis by graphs

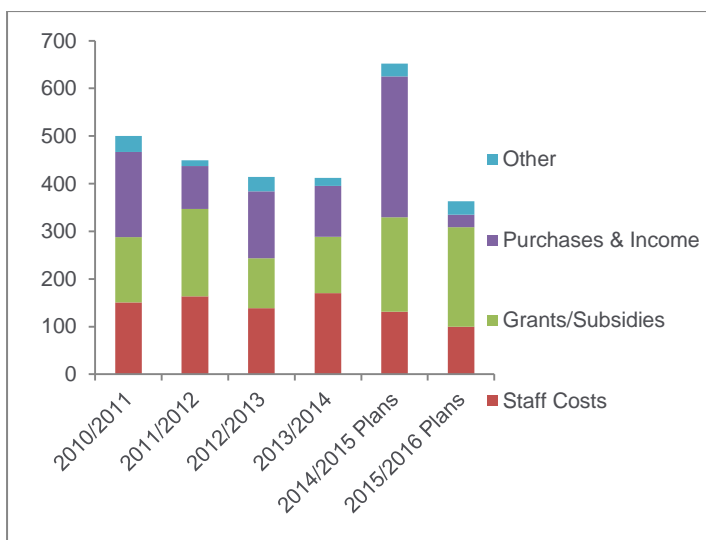
Chart 1: Total RDEL expenditure 2010-11 to 2015-16 (£Millions)



Spending Review 2010 provides for a real reduction in non-ring fenced RDEL of 35% on the 2011-12 baseline.

Spending Round 2013 provides for a real reduction in non-ring fenced RDEL of 10% on 2014-15 baseline.

Chart 2: RDEL by expenditure type 2010-11 to 2015-16 (£Millions)



There is a decrease in future years pay costs in response to the Government's deficit reduction plans.

An increase in purchases in 2014-15 reflects the costs of 2014 European Elections.

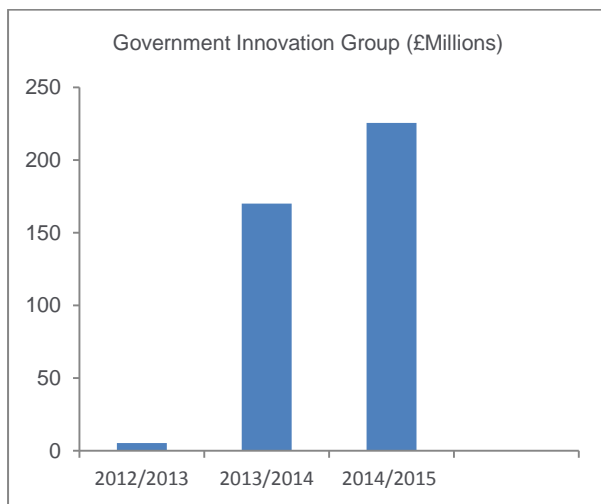
An increase in grants represents the activities of the Government Innovation Group.

Key programme and major policy areas

Resource Departmental Expenditure Limit - Spending patterns

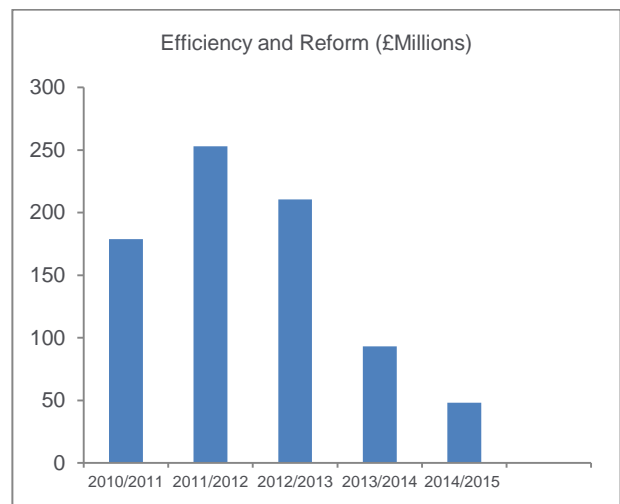
Government Innovation Group (GIG)

In 2013-14 GIG separated from ERG to form a new operating segment. Funding for the National Citizen Service programme includes £140 million in 2014-15 and a further £140 million in 2015-16 as provided by the SR 2013 settlement.



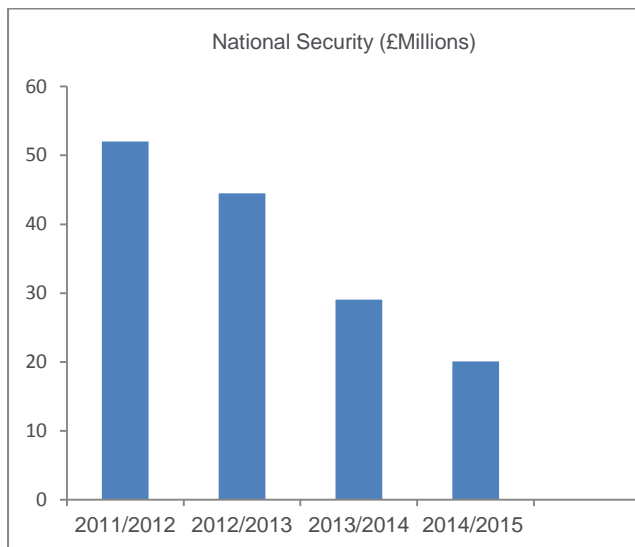
Efficiency and Reform Group (ERG)

Cost reductions may be explained in terms of re-organisations. Until 2012-13 ERG included business units since reported under GIG. In 2014-15 and 2015-16 Civil Service Capability separated from ERG to form a new operating segment £7.4 million and the Efficiency Cluster transferred into the Crown Commercial Service £8 million.



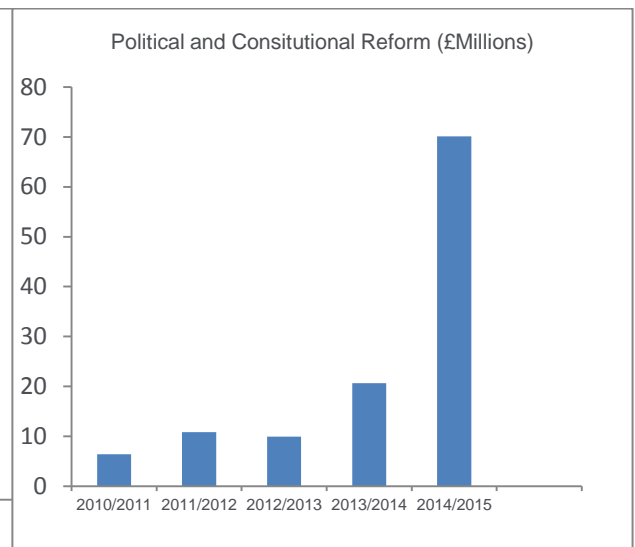
National Security

In 2013-14 BBC Monitoring Services began to be funded directly from the licence fee rather than by grant from the Cabinet Office; a saving of £17 million on prior year.



Political and Constitutional Reform

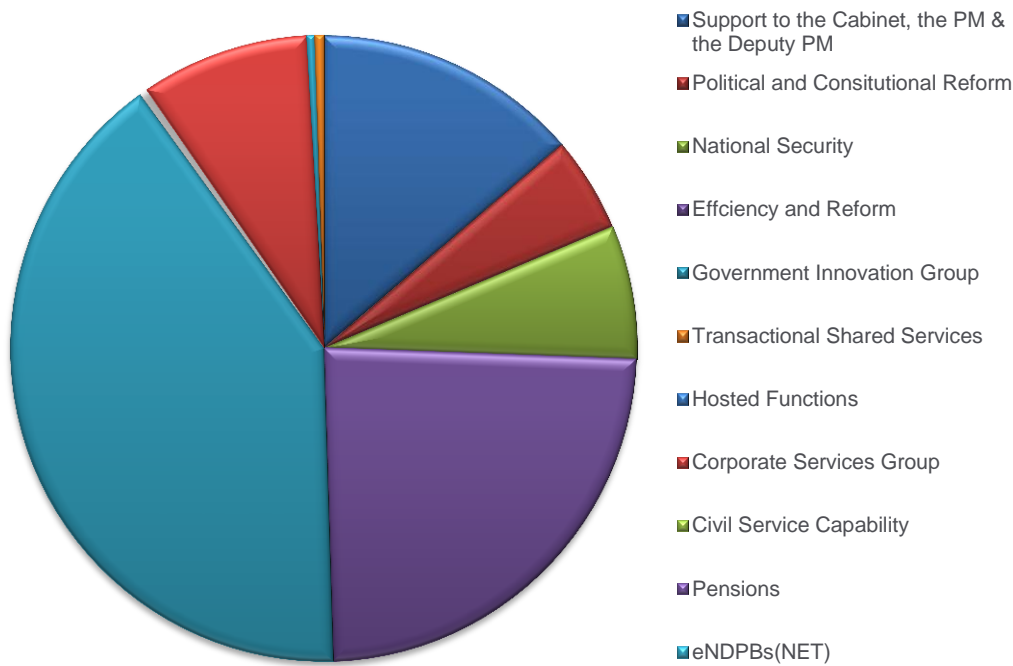
Funding in 2014-15 includes £119.1 million for 2014 European parliamentary elections.



Financial performance

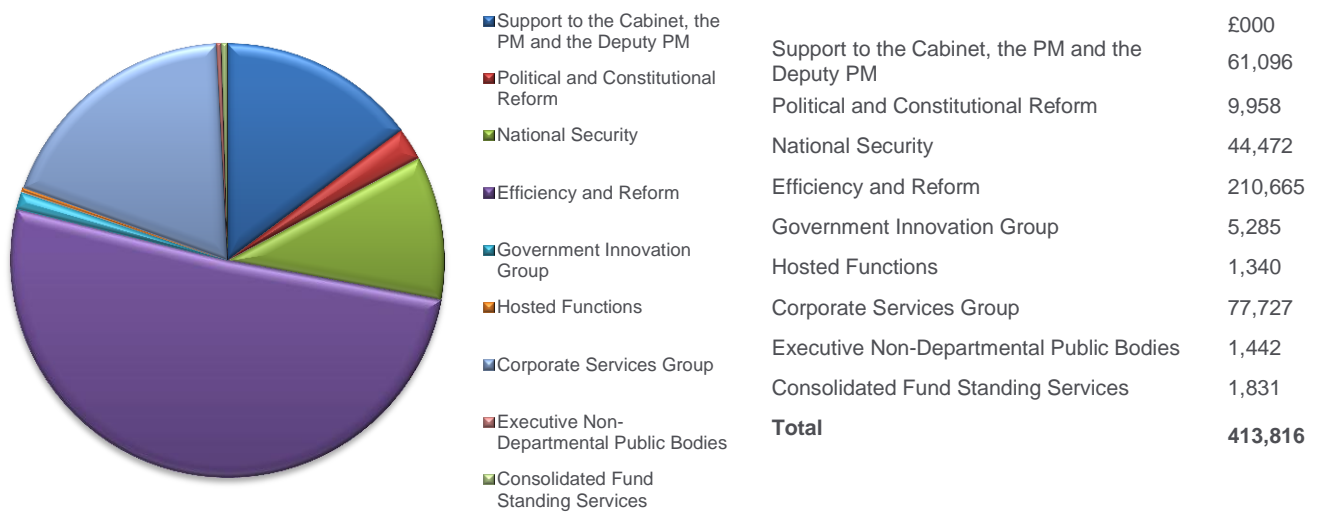
Net Resource Outturn by Operating Segment from 2011-12 to 2013-14

Net Resource Outturn 2013-14

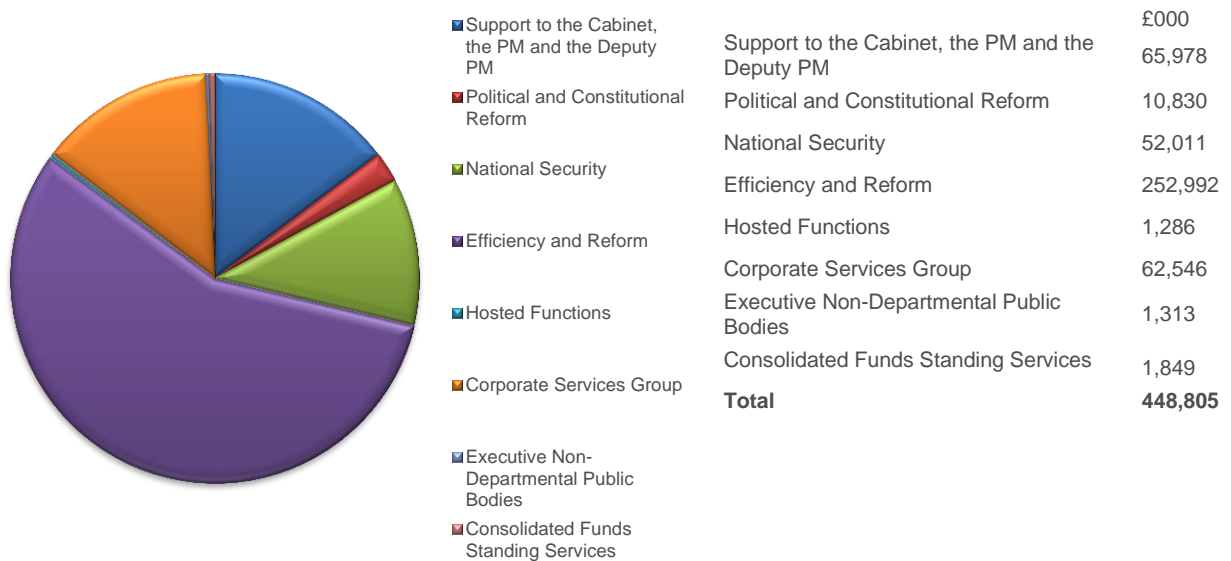


	£000
Support to the Cabinet, the PM & the Deputy PM	57,691
Political and Constitutional Reform	20,629
National Security	29,076
Efficiency and Reform	100,515
Government Innovation Group	170,092
Transactional Shared Services	565
Hosted Functions	1,152
Corporate Services Group	36,535
Civil Service Capability	0
Pensions	0
eNDPBs(NET)	1,794
Consolidated Fund, Standing Services (CFSS)	1,826
Total	419,875

Net Resource Outturn 2012-13



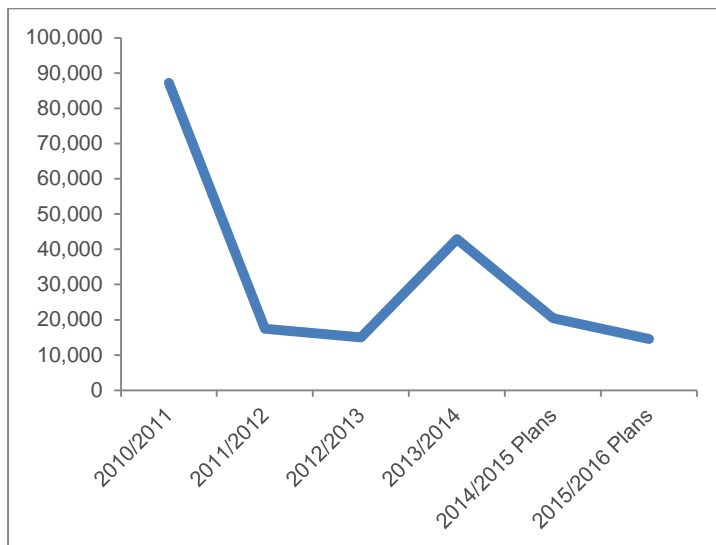
Net Resource Outturn 2011-12



Financial Performance

Capital Departmental Expenditure Limit (CDEL) - Trend analysis by graph

Chart 1 Total CDEL expenditure 2010-11 to 2015-16 (£000)



Spending Review 2010 provides for a real reduction of 28% on the Department's 2011-12 baseline.

The settlement funds estate rationalisation, Constitutional Reform- Individual Electoral Registration, Social Action and Community First.

Spending Round 2013 allows for the upkeep of estates and crisis facilities and future ICT.

Government Innovation Group

The Futurebuilders capital grant programme came to an end in March 2011. In 2013-14 expenditure also increased on the Endowment Match Challenge where the supplier was more successful in raising funds to be matched and on implementing the Individual Electoral Register.

Corporate Services Group

In 2013-14 expenditure increased on modernisation works at 70 Whitehall under a plan agreed prior to 2010 and this contributes to the overall estate strategy of increasing the capacity of core freehold buildings and disposing of non-core leasehold buildings.

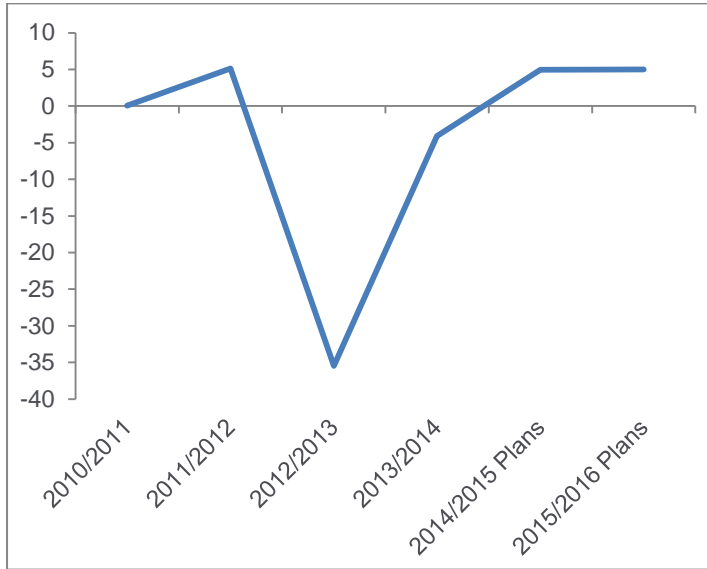
Political and Constitutional Reform

In 2013-14 expenditure increased in relation to implementing the Individual Electoral Register.

Financial Performance

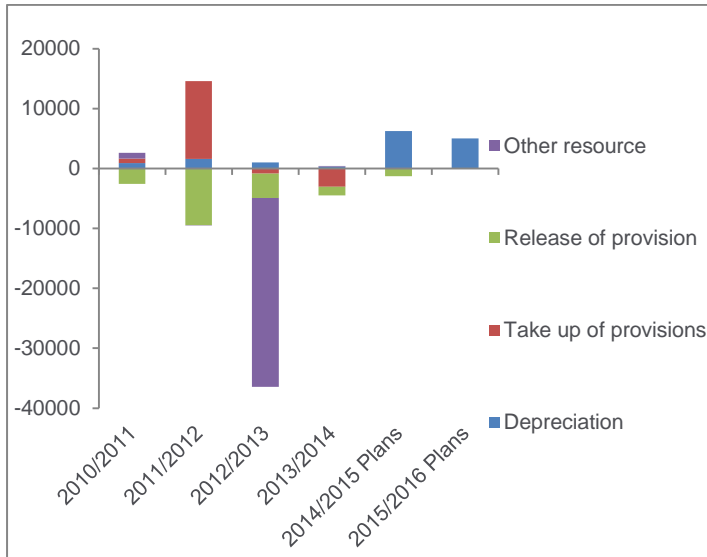
Resource Annually Managed Expenditure (RAME) – Trend by graphs

Chart 1 Total RAME expenditure 2010-11 to 2015-16 (£Millions)



Resource AME comprises take up of new provisions and release of provisions at the point of cash utilisation for dilapidations on leasehold properties, onerous contracts on vacant leasehold properties and staff early departures, also, impairments against property assets and loans, and gains/losses on changes in fair value of investment properties.

Chart 2 Total RAME by expenditure type 2010-11 to 2015-16



Investment property

In 2012-13 Admiralty Arch became vacant and was recognised as an investment property at fair value of £60 million resulting in a gain on change in fair value of £32 million.

Major projects

The Government's transparency policy, 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>.)

Information on major project performance more recent than that published in the annual report is not released. 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 summer 2015, and will report on Q2 2013/14 data. This will be published on www.gov.uk.

People

WORKFORCE STATISTICS	30/09/2014	30/09/2013
Workforce Size and Cost		
Payroll Staff	2119	2023
Average Payroll Staff Costs	£58,705	£58,556
Contingent Labour	17.80m	17.50m
Workforce Composition		
Band C	171	177
Band B1 & equivalent	346	322
Band B2 & equivalent	638	630
Band A	733	676
Senior Civil Servants	231	218
Part Time	5.0%	4.90%
Workforce Dynamics		
Recruitment Exceptions	233	211
Annual Turnover Rate	29%	21%
Workforce Diversity		
Black and Minority Ethnic	15.5%	14.6%
Women	50.1%	50.2%
Disabled	6%	5.4%

Diversity of Senior Civil Servants only

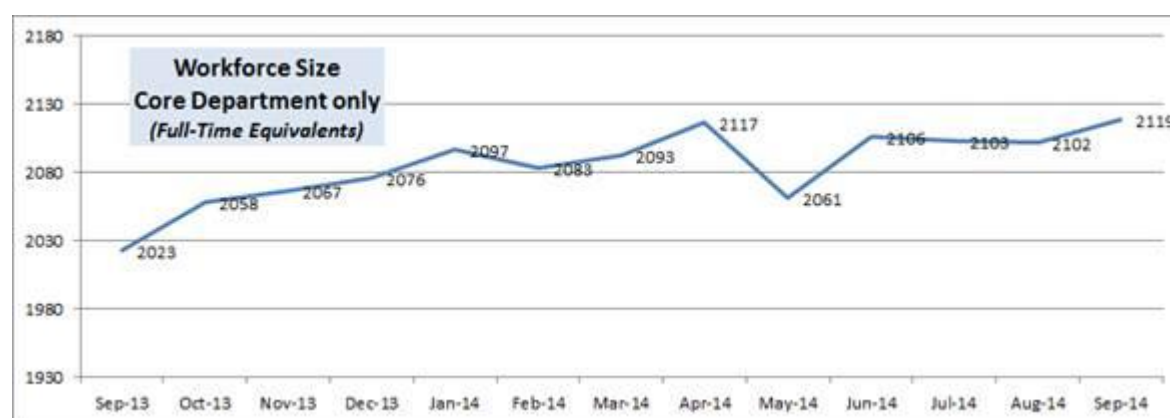
Black and Minority Ethnic	2.5%	3.4%
Women	39.6%	39.0%
Women (Top Management Posts)	38.3%	36.8%
Disabled	2%	2.5%
Average Working Days Lost		
Actual	2 days	2 days
Standardised	7 days	8 days

* See comments on Workforce Diversity for full context (Declaration rate for ethnicity and disability is non obligatory and is low around 40% therefore small changes in percentage are of limited statistical significance.)

Headcount

At 31 March 2010 there were 1379 people working in the Cabinet Office. Over the next 4 years we took in an additional 1848 staff members as a result of Machinery of Government changes and the Cabinet Office had 465 net leavers. At 30 September 2014 there were 2762* people working in the Cabinet Office. Overall the net leavers represents a 34% overall reduction in the department's headcount between March 2010 and September 2014.

*Including Crown Commercial Services (643 FTEs)

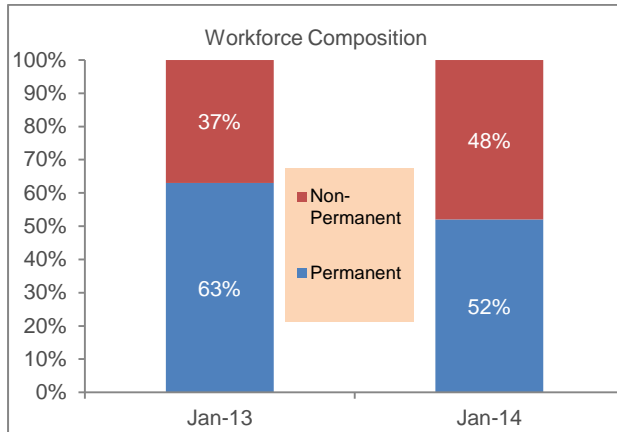


Contingent Labour

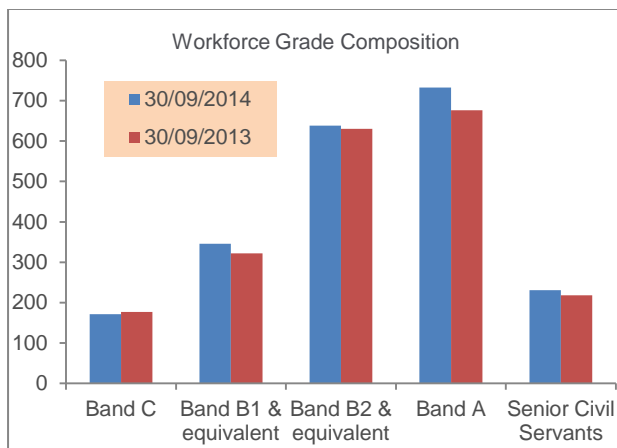
Expenditure on contingent labour reflects an ongoing requirement for additional specialist resource where such expertise is not available within the Department or wider Civil Service workforce. Levels of contingent labour working in the department are subject to regular review along with the regular workforce and the skills and capabilities that are available therein.

Workforce Composition

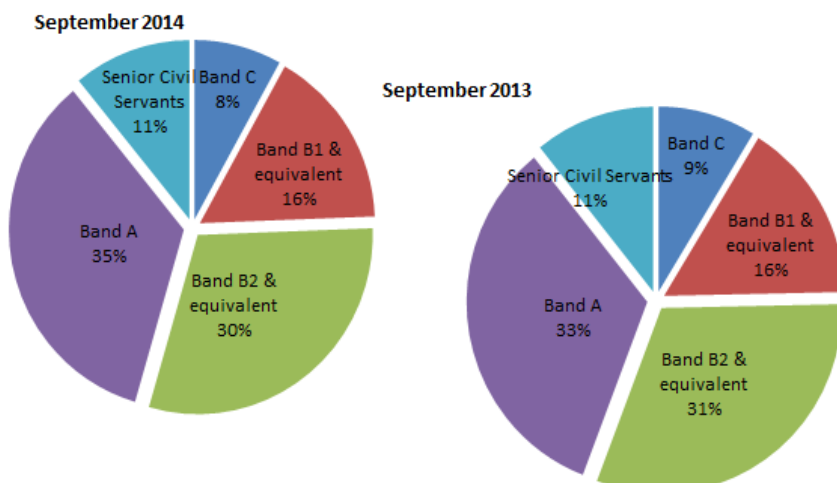
The table below shows how the composition of the workforce, in terms of permanency, has changed since the same time last year. The reduction in the permanent staffing of the Department from 63% to 52% reflects the need for Cabinet Office to respond increasingly rapidly to the demands placed upon it. It also means that the longer-term costs of staff are kept to a minimum.



Staff at Band A make up the largest proportion of grades in the Department, and increasingly so over the course of the year. This reflects high level and specialist work going on in Units such as the Government Digital Service (GDS) that has seen a significant increase in staff at Band A (+51 full-time equivalents) during the course of the year. However, nearly 80% of the Band A complement in GDS are non-permanent staff.



Workforce Grade Composition



Average Pay Costs

This year, at 30 September 2014, average pay costs had increased by less than 0.5% compared to the same time last year. However, the picture is complicated by the fact that last year, the full non-SCS pay award went through in September 2013 whereas this year it has had to be staged across September and October. It is not therefore possible at this stage of the year to provide a direct comparison.

Turnover

Staff turnover in the Department has risen from 21% in September 2013 to 29% in September 2014. The underlying drivers behind this rise include the transfer out of more than 80 staff to Crown Commercial Services during April 2014, and increasing employment of non-permanent staff. Loaned in staff and fixed term appointees are generally recruited for periods of only 1-2 years. Unplanned turnover (for example resignations) remains 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. Although the Department has grown over the last 12 months, declaration rates have remained fairly steady at relatively low levels. 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. (Declaration rate for ethnicity and disability is non obligatory and is low around 40% therefore small changes in percentage are of limited statistical significance.)

Average Working Days Lost (AWDL)

With overall Civil Service sickness rates at their lowest recorded level – average working days lost per staff year stands at 7 days – Cabinet Office sickness rates remain low at 2 days. 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 (working days lost Junior Staff: Senior Staff 4:1), and relatively high numbers of non-permanent staff brought in to work on specific tasks (working days lost Permanent: Non-Permanent 3:1), all contribute to this. The flexible working model of the Department is also a contributory factor to the low number of working days lost.

People Survey

Results of the 2014 People Survey showed encouraging progress over previous years. 89% of staff completed the survey, one of the highest response rates of all Whitehall Departments. The overall engagement score increased to 62%, putting Cabinet Office in the top quartile of Departments. Of the nine drivers of engagement which make up the overall score, three showed statistically significant increases, including two - Leadership and Managing Change and Learning and Development which had been a particular focus in responding to the 2013 survey. The remaining six areas had no significant change. Plans for further improvement, for individual business units and the Cabinet Office as a whole, will be developed by January 2015.

People Survey Results 2013 and 2014

