

# Open Public Services 2013

## Scope

We believe that more open public services can benefit everybody in the UK and that finding ways to deliver better services for less money is a challenge that is common to all four nations of the UK. The scope of this paper is UK wide, but in devolved areas of policy it is for the devolved administrations to determine their own approach to public service reform. The three devolution settlements in Scotland, Wales and Northern Ireland are all different although, in general, services such as health, education and those provided by local government are under devolved control. If you live or work in any of the devolved territories and are in any doubt as to which of these reforms would apply there, the relevant territorial office will be able to advise you.

We are committed to working in partnership with the devolved administrations to share good practice and to explore whether our approach would suit their particular circumstances and need.

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# Executive Summary

## Introduction

When the Coalition first came to power, the state was still the default provider of most public services. From poorly performing schools to widening health inequalities, there were clear signs that the old centralised model of public service delivery was unable to meet the complex needs of the 21<sup>st</sup> century.

The landscape in which public services operate is shifting rapidly. Fiscal pressures and demographic changes are making new demands on public services. At the same time, people's expectations for more reliable and personalised public services are higher than ever. If we are to meet these challenges, we need innovation - fostered by an open environment - in which service provision is contestable and accountable so those providing the service have the scope and incentive to be imaginative and effective. Through the Open Public Services programme, we are releasing the grip of state control and putting power into people's hands.

Health services are being transformed by giving patients and GPs the freedom to choose the healthcare that works for them: what they want, where they want it. We are stripping out bureaucracy, placing power in the hands of medical professionals through **clinical commissioning groups**, and extending **personal budgets** in health and social care so people can decide how money gets spent on their care.

In education, **Free Schools, University Technical Colleges and academies** are increasing choice and parent influence.

Our commitment to delivering services locally is making neighbourhoods and communities masters of their own destiny. Citizens have elected **Police and Crime Commissioners**. Local and neighbourhood councils have been granted new freedoms. **Community budgets** are being rolled out, putting money into the hands of local people.

We are creating a level playing field so that anyone with a good idea can get involved. In healthcare, the **Any Qualified Provider (AQP)** scheme means that patients and GPs can select a service based on what's important to them – perhaps one that is closer to home, has a shorter waiting time or better outcomes. We are revolutionizing the way we manage offenders in the community by opening up **rehabilitation** services to a wide range of providers on a **payments by results** basis to drive better outcomes and value for money. Eight pilot areas are now using **payment by results** to pay for drug and alcohol recovery services, creating incentives for **better outcomes** and changing how providers work with those in treatment.

Over the last twenty four months, public services have responded to the bold agenda set out in the 2011 Open Public Services White Paper. We have made huge strides already. But this only part of a longer journey of reform that will continue apace throughout the Parliament.

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## Individual Services

Wherever possible, we want to give the power of choice to the individuals who use a service, we want funding to follow the choices of service users, and we want to give the professionals providing the service the freedom to respond imaginatively and innovatively to the competition that results.

That's why we are giving parents and pupils a more open choice of schools, making school funding follow those choices, and giving teachers the opportunity to take on more freedom and responsibility. There are now **2,886 academies** open in England, as of April 2013. They are enabled to make the changes to their school they need

to make. That can mean lengthening the school day, recruiting new teachers in subjects in which pupils struggle, or introducing new contracts to reward high-achieving staff.

Through the Free Schools programme, it is now much easier for talented and committed teachers, charities and parents to open schools and address real demand within an area. **81 new Free Schools** have already been established, with around another 100 due to open by September 2013. And we are fostering a whole new generation of **University Technical Colleges and Studio Schools** – with 21 now open and a further 60 coming into place by the end of the Parliament.

Our reforms in **health and social care** are driven by our conviction that these services should be designed around the individual. The needs of the patient, not the system, should come first. Local clinicians have now been given the green light to take control of the NHS budget. Patients are already benefitting from GPs starting to take a lead in designing local health services through 211 **clinical commissioning groups**, and are starting to experience real improvements in quality of care.

We have extended choice in health as a result of the **‘Liberating the NHS – No Decision About Me, Without Me’** consultation and we have been working with the NHS to pilot new ways of opening up patient choice, enabling people either to register with a GP practice away from home or to see a GP away from home on an occasional basis. The evaluation of these pilots is due in the Summer. Over the coming year we will work hard to expand the of choice of mental health outpatient appointments and promoting choice of provider, bringing mental health services into parity of esteem with secondary care services

As part of our continued drive to improve the quality of care and treatment we are establishing the **Friends and Family Test** for all hospitals from April this year. All acute inpatients and patients discharged from A&E departments will be asked a simple, standardised question about the care and treatment they received. The results will be published regularly to identify poor performers and highlight excellent practice.

The Department of Health is consulting on plans to expand **Personal Health Budgets** to more than 50,000 patients in receipt of NHS Continuing Healthcare. This innovative model gives patients more freedom to choose services that meet their needs most effectively – and it works: patient satisfaction increases.

We are introducing **a cap on reasonable care costs** to ensure fairness and enable people to plan their retirement. We are also **improving information**, as part of a drive to expand choice and raise quality. The Government is expanding social care information on **NHS Choices**, to support people to choose the right kind of care and support, let them know what their entitlements are and where they can go for help. Comparative information about all registered social care providers is now available on NHS Choices so that people can easily find information on the availability and quality of services in their area.

This extension of choice matters most to those who have least. The poorer people are, the more they rely on public services —and the more they need to have the power of choice over public services that richer people can afford to buy by going private. That is why we have introduced the **affordable housing premium** and the **Pupil Premium** and have pledged to **extend funded early learning** to around 130,000 of the most disadvantaged two-year-olds from September 2013, rising to around 260,000 in September 2014.

To bring these principles to bear on all individual public services, we are today publishing a Choice Charter. We have also launched individual Choice Frameworks in NHS care, social housing, schools, funded early education and adult social care. Choice Frameworks clearly set out the choices available, how to exercise them and how to seek redress.

But we need to do more. That’s why the Government asked David Boyle to lead an independent review into the **barriers to choice** in public services, particularly for the most vulnerable. David Boyle met with service users and professionals across the country and spoke to them about their experiences of public services and what choice means to them. The Government is pleased to endorse his findings.

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## Neighbourhood Services

For services that are communal rather than individual, the Government is committed to devolving control to local communities wherever possible so that local people can shape the decisions that affect them.

The **Community Right to Challenge** came into force this year, enabling community groups and local authority employees to bid to run local authority services.

The **Community Organisers** programme has recruited and trained 195 Senior Organisers, who in turn will train 5,000 Community Organisers by 2015, helping communities to organize and take control of the decisions that affect them.

The Government is giving local councils more freedoms and flexibilities with the introduction of the **business rate retention scheme** in April 2013. Instead of business rates going straight into the Treasury coffers, local authorities will now be far more self-financed.

In the last year, 12 neighbourhoods and four whole areas piloted innovative **community budgets**, enabling local people to develop collective solutions to a range of local priorities. We are now expanding this approach through implementing the proposals for local budgets put forward by Lord Heseltine. We have also enabled the people of Liverpool, Leicester and Bristol to directly elect a Mayor.

We are also establishing **health and wellbeing boards** to enable local people to co-ordinate the planning and commissioning of local public health and social care services.

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## Commissioned Services

Another key element of Open Public Services is the introduction of **payment by results** – creating more accountability for outcomes and more scope for innovation in those services that the state has to commission centrally.

For the first time, local drug and alcohol recovery commissioners will have access to detailed data on the number of offences committed by clients on their treatment caseload. The data will enable them to pay their providers on the basis of reducing offending in their area. The data will also be made available to Police and Crime Commissioners for them to commission services on a payment by results basis.

Payment by results is increasingly a core part of many public services including health, employment, drug recovery, housing, immigration and services for troubled families; and new pilots have been launched in debt collection, international development and psychological therapies.

Although the payment by results **Work Programme** has built up more slowly than we had hoped, it has already helped more than 31,000 people into sustainable jobs in its first year. In January 2013, DWP announced details of the **Recovery Works** pilot focusing on clients receiving structured treatment for drug or alcohol dependency.

In addition, over the coming year, we will:

- open up the majority of community **rehabilitation services** to a diverse range of rehabilitation providers, paying by results for their success in reducing reoffending;
- build job outcome payments and incentives into the **skills funding** formula; and
- increasingly focus **international development** spending on payment by results.

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## Ensuring Diversity of Provision

Over the last two years much progress has been made to embed the concept of diverse and innovative providers competing to raise standards across public services.

The UK is now also the world leader in social investment and has launched 13 Social Impact Bonds, of which 10 were commissioned through the DWP Innovation Fund.

We have introduced the **Social Outcomes Fund** to help finance early, preventative projects; and the **Centre for Social Impact Bonds**, which promotes the development of more and better Social Impact Bonds (SIBs).

2012 saw the establishment of **Big Society Capital**, the world's first social investment bank to support organisations tackling major social issues and giving them access to new sources of finance.

These new financing models are opening up public services to a new set of providers, unleashing a new wave of innovation and seeking new ways to tackle some of our most pressing social problems.

There is also a healthy pipeline of public service **mutuals** emerging across the public sector, with over 120 developing and established projects currently being tracked by the Cabinet Office, spanning thirteen different sectors of public service delivery, from youth services to health care to libraries.

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## Enabling Open Public Services

The fundamental shift taking place in opening up services is being supported by a range of enabling measures. We have started to rethink the role of government so that governments at all levels become increasingly funders, regulators and commissioners whose task it is to secure quality and guarantee fair access. Both central and local government are adapting to develop new capabilities to make the most of the new opportunities and stimulate **more openness and innovation in public services**.

Our ambition is to lead the world in using evidence to inform public spending and ensure taxpayer's money is well spent. Part of this is the creation of a network of new **What Works centres** ensuring that high quality evidence is at the heart of public policy and decision making.

The **Commissioning Academy**, a new initiative open to commissioners from across the public sector will expose public servants to the most successful and innovative commissioning groups, helping to develop the confidence and capability required for effective service commissioning.

This year will see the move to **digital public services**. Through the **launch of GOV.UK** we have established a platform to enable citizens to access services at a time and location that suits them. By publishing the **Government Digital Strategy**, which is in turn supported by Departmental Digital Strategies, we have laid out a path towards further transformative change in the way services are accessed. We are ensuring that this access remains fair and open to all through the cross-Government approach to **Assisted Digital**, which was also published in December.

## Conclusion

We have made significant progress towards meeting the commitments set out in the original White Paper. But our ambition does not stop here. We are committed to further work to realise our vision of public services that are innovative, efficient and effective because they are open, competitive and accountable.

The RT Hon Oliver Letwin MP  
Minister for Government Policy

The RT Hon David Laws MP  
Minister of State for the Cabinet Office

## Chapter I: Individual services

We will establish a framework for choice in individual services, including health services; adult social care; funded early learning for two, three and four year olds; schools; and social housing. Each framework will ensure that funding follows the individual to their provider of choice; people choosing a particular service are well informed and prompted about the options available; access is fair and people on lower incomes are not at a disadvantage in choosing service providers; providers meet basic quality requirements enforced by inspectors or regulators; and if any individual is not given their right to choose, there is a means of redress

## Cross-cutting Commitments

Activity	Meaningful right to choice and control
Commitment	The Government will explore legislating to enshrine an overarching right to choice in individual services. This would clearly define in law rights which are already set out in existing pieces of legislation (e.g. the Education Reform Act 1988), as well as providing a framework for extending these rights to any new areas which are considered appropriate.
Status	Complete
Update	<p>A call for evidence was launched on 12 February 2012, which ran for 12 weeks, closing on 11 May 2012 regarding the possibility of introducing legislation that would enshrine user choice in a single piece of legislation. We engaged 172 stakeholders online and at stakeholder roundtable events.</p> <p>The Government received responses which provided a mixed response to proposals. The Government has decided not to proceed at this time with a legislated right but is publishing, alongside this document, choice charter, which provides a framework within which all public services operate. Further details on the Choice Charter are available on <a href="http://GOV.UK">GOV.UK</a>. The Government has also published Choice Frameworks on individual services.</p> <p>The Government will appoint a Senior Civil Servant as advisor on choice. The advisor will champion broad choice across public services and work across departments and services to tackle barriers to choice.</p> <p>The Government has launched a Choice Charter which sets out the principles the Government is following to increase choice and what service users should receive from their services. The choice advisor will have oversight of these principles, working with government departments and sector leaders to ensure they are a reality across public services.</p>

Activity	Meaningful right to choice and control - Independent Review
Commitment	The Government's preference is that power over the public services that people use as individuals should go to those individuals, wherever possible
Status	Complete
Update	In 2012, the Government asked David Boyle to conduct an independent review into the barriers to choice in public services, with a particular focus on the experience of the most vulnerable and disadvantaged. The review drew on frontline evidence to identify policy solutions that could unblock the practical barriers people face in exercising choice in public services. The findings of the <a href="#">Boyle Review</a> were published in January 2013. They included ten recommendations for the Government to consider. The Government welcomes the Boyle Review and has set out its initial response to the recommendations alongside this document.

## Cross-cutting Commitments

Activity	Meaningful right to choice and control - Choice Frameworks
Commitment	The Government will establish frameworks for choice in individual services.
Status	In progress
Update	<p>Choice Frameworks are easy to follow guides to choices in public services including when you have a choice, where to get more information to help you choose and how to complain if you are not offered a choice. Five frameworks have been published to date, covering <a href="#">NHS Care</a>, <a href="#">Social Housing</a>, Schools, Funded Early Education, and Adult Social Care.</p> <p>Alongside these Choice Frameworks, the Government is also publishing a Choice Charter, which provides a framework within which all public services operate.</p>

Activity	Funding follows individual choice – personal budgets
Commitment	How services are funded plays an important role in determining whether people have choice and control over them. We will consult on whether there are additional areas where personal budgets would be appropriate and whether existing initiatives on personal budgets should be implemented more quickly.
Status	In progress
Update	<p>The Government has reaffirmed the commitment to introduce a right, from April 2014, for people receiving NHS Continuing Healthcare to ask for a personal health budget, including a direct payment. From April 2015, the Care Bill will require local authorities to provide a personal budget to everyone who has a care and support plan. In addition, the Bill will place an explicit duty on local authorities to use all the levers available to them e.g. commissioning, information provision and wider responsibilities, to promote a diverse, high quality and sustainable market that meets the needs of local people. It also requires local authorities to ensure local people have sufficient information to make informed choices. The Choice Framework for Adult Social Care sets out the choices currently available to service users and how users can seek redress if they are not able to exercise their right to choose.</p>

## Cross-cutting Commitments

Activity	Service users are well informed about the options available
Commitment	We want to encourage existing independent champions for consumer choice, such as <i>Which?</i> , and the newly announced Healthwatch to speak out on consumers' behalf, including acting as 'agitators for choice' in open public services
Status	In progress
Update	<p>Information on Further Education (FE) and Higher Education (HE) options has been made available and more accessible through updates and changes to FE and HE course websites. By May 2013 the <a href="#">FE Choices website</a> will be launched with more course level information and easier navigation. In March 2013 the FE sector launched its own Informing Choice initiative to improve the quality and completeness of information on providers own websites and provide improved links to the FE Choices website. The Key Information Set (KIS), which provides comparable information on over 31,000 undergraduate courses at universities and FE colleges, was launched in 2012. KIS information is published on the websites of individual institutions and linked to the <a href="#">Unistats website</a>.</p> <p>The Government has published a School Education Choice Framework, which sets out for parents how and where they can take up their child's entitlement to a school education, and signposts to further information to help them make their choice.</p> <p><a href="#">Healthwatch</a> England and local Healthwatch organisations are the new independent consumer champions for health and social care services. Local Healthwatch will have a role providing people with information about local services to help them to exercise choice, and can signpost to other services and sources of advice. Local Healthwatch will be able to help people to understand their rights under the NHS Constitution, and what they can do if things go wrong. Working as a national network, local Healthwatch will be able to make sure the views and experiences of local people about their services have influence nationally through the national consumer champion, Healthwatch England.</p>

## Cross-cutting Commitments

Activity	Service users are well informed about the options available – public services data
Commitment	We will ensure that important data about public services, user satisfaction and the performance of all providers from all sectors is available to the public in an accessible format. This will include data on spending, performance and equality.
Status	In progress
Update	<p>The Department of Health published its <a href="#">Information Strategy</a>, setting out a ten-year framework for transforming information for health and care. It aims to harness information and new technologies to achieve higher quality care and improve outcomes for service users. The strategy includes: commitments for patients to access their medical records; better information on quality and outcomes; and an ability to submit online feedback about service quality.</p> <p>The NHS England guidance <a href="#">Everyone Counts: Planning for Patients 2013/14</a> has made a number of commitments including: by 2014 hospitals should be holding records electronically, adopting modern, safe standards of electronic record keeping; by 2015, referrals across the NHS will be paperless by default; by 2015, all general practices will be expected to make available electronic booking and cancelling of appointments, ordering of repeat prescriptions, and communication with the practices; all NHS patients will be able to access their personal GP records online by 2015.</p> <p>The Department of Education's <a href="#">Open Data Strategy</a> sets out how the department has increased the accessibility and transparency of education data to enable accountability and choice and to help to drive school reform and improvement. It includes commitments for further data releases over the period to March 2014. The Government has recently launched a consultation on how to improve the accountability measures for secondary schools in England, which closes in May. The document sets out the Government's vision that almost all data about schools will be available to parents and the public to support accountability and to help parents make choices about the school for their children. Amongst others, it consults on a proposal to publish extensive data about secondary schools through a School Performance Data Portal from 2015. The Portal would bring all the information about schools onto one accessible website.</p>

## Cross-cutting Commitments

Activity	Service users are well informed about the options available – requirements for transparency
Commitment	We will assess whether or not providers in all sectors should be subject to the same requirements for transparency and in which service areas this would make most sense.
Status	In progress
Update	<p>Department for Communities and Local Government recently consulted on making its code of Recommended Practice for Local Authorities on Data Transparency mandatory. This code covers local authorities, but not outsourced providers. Responses are currently being assessed; a revised code will be published in due course.</p> <p>The Freedom of Information Act (FOIA) is an important tool in delivering transparency in public services. Government has already extended FOIA to academies, the Association of Chief Police Officers, the Financial Ombudsman Service, and (for its admissions functions) the Universities and Colleges Admissions Service. The Protection of Freedoms Act will, from 2013, bring over 100 additional bodies within scope by including companies wholly owned by any number of public authorities. We intend to continue consultations with over 200 more organisations, including the Local Government Group, NHS Confederation, harbour authorities and awarding bodies, about their possible inclusion in relation to functions of a public nature that they perform; and then to consult more than 2,000 housing associations on the same basis. Where we conclude that such bodies are performing functions of a public nature, we intend to legislate under section 5 of FOIA to bring them within the scope of FOIA in relation to those functions, unless there are very good reasons not to, by spring 2015.</p> <p>In November 2012, the Government published its <a href="#">Response</a> to the Justice Committee's Report, <i>Post-legislative scrutiny of the Freedom of Information Act 2000</i>, which included recommendations about extending the FOI Act to include providers of outsourced public services. This response acknowledged the potential challenge that the increased delivery of public services by non-public sector providers poses to transparency and affirmed the Government's expectation that contractors should fully assist public authorities in meeting their current obligations under FOIA to consider for disclosure information held on public authorities' behalf by a contractor, citing that contracts should include clear provisions in that regard, and stressed that public authorities should not be reluctant in taking all necessary steps to ensure compliance. These arrangements will be subject to ongoing scrutiny by the Government and Information Commissioner.</p>

## Cross-cutting Commitments

Activity	Fair access
Commitment	We will continue to target funding to help people on low incomes to access their right to choose, promote social mobility and provide fair access.
Status	In progress
Update	<p>The Pupil Premium was designed to close the gaps in educational attainment between disadvantaged pupils and their peers. Funding for 2013/14 is allocated to schools, and in some cases local authorities, with pupils on roll in January 2013 that are known to have been eligible for free school meals (FSM) at any time in the last six years or have been looked after in public care continuously for at least six months in the year. Each of these pupils will attract £900 for the school or local authority to spend as appropriate. Up to £50 million of the Pupil Premium will fund a Summer School Programme for disadvantaged pupils to support their transition to secondary schools in September 2013. The Government has pledged to extend funded childcare to around 130,000 of the most disadvantaged two-year-olds from September 2013, rising to around 260,000 in September 2014.</p> <p>The Health Premium will incentivise local authorities to provide improvement in population health outcomes and reductions in health inequalities. It will be paid for non mandated services in 2015/16. The Health Premium Incentive Advisory Group (HPIAG) has been set up and held its first meeting in early April.</p> <p>The Affordable Homes Programme aims to increase the supply of new affordable homes in England. Throughout 2011-15, the Government is investing £4.5bn in affordable housing through the Affordable Homes Programme and existing commitments from the previous National Affordable Housing Programme. The majority of the new programme will be made available as Affordable Rent with some for affordable home ownership, supported housing and in some circumstances, social rent. In February 2013, Government published details of how providers can bid for a share of £225m to deliver additional affordable homes using the government's new Affordable Homes Guarantee Programme. An additional £225m was announced for the Affordable Homes Guarantees Programme in Budget 2013.</p>

## Cross-cutting Commitments

Activity	Fair access
Commitment	The Government's forthcoming Rural Statement will include measures that will help to address access issues for people who live in rural areas. These include promoting the sustainability of Rural Offices (including postal services within rural shops), and rolling out superfast broadband to rural areas. This will open up new types of services (e.g. telecare and telehealth) and create new opportunities for providers to deliver services online.
Status	Complete
Update	<a href="#">The Rural Statement</a> was published in September 2012 and sets out the Government's commitment to rural communities and explains what is being done to promote rural needs and interests. The document highlights the action being taken across Government to ensure fair access to particular services for rural residents. It also includes details of the Government's existing policy to help secure the future of the Post Office network in rural areas.

Activity	Fair access
Commitment	The Government will ensure that issues of fairness for people in rural areas accessing individual services are taken into account when developing policy.
Status	In progress
Update	Lord Cameron has been asked to carry out an independent review of rural proofing measures across Government. His review is due to start in September 2013 and will be completed by March 2014. A Rural Proofing Toolkit has been developed to help Government Departments reflect rural implications in their business plans and programmes; this will be launched in Summer 2013. A series of Rural Proofing Workshops will also be hosted by Defra's Rural Communities Policy Unit for Government Departments to help identify specific policies which could potentially impact on rural communities

Activity	There is a means of redress if an individual does not receive their right to choose
Commitment	The Parliamentary, Health, Local Government and Housing Ombudsmen all play an important role as the final arbiter for complaints about choice in public services. We will establish how the ombudsmen can play a greater role in supporting the ability of individuals to exercise choice in specific services.
Status	In progress
Update	<p>We have created Choice Frameworks to outline and raise awareness of the choices available in a number of individual public services. Providers of public services will be expected to act in accordance with established Choice Frameworks to ensure choice is widely available. If users are not able to exercise the choices laid out in a given Choice Framework, the Framework also includes information on how to go about seeking redress.</p> <p>The role of the Parliamentary and Health Service Ombudsman is to investigate complaints that individuals have been treated unfairly or have received poor service from Government departments and other public organisations and the NHS in England. The Ombudsman's powers are set out in law and the service is free for everyone.</p>

## Cross-cutting Commitments

Activity	One stop shop for complaints
Commitment	A 'one-stop shop' for public services complaints could potentially receive and forward on complaints to the right body, remind users of their rights, including timings for responses, and provide clear information about how to escalate complaints if necessary. We will conduct further work to explore this idea further, including investigating the feasibility, costs and potential benefits of this approach.
Status	In progress
Update	In October 2012 the <a href="#">GOV.UK</a> website was launched to provide Government services and information, including on complaints processes, online in a single place. Through public search engines or GOV.UK, users can search for the relevant page, and then submit complaints online using a simple, fast and clear interface.

## Personal Care and Support

Activity	Meaningful right to choice and control – users of adult social care and carers
Commitment	The Government will deliver on the ambitions laid out in the 2010 publication, <i>A Vision for Adult Social Care</i> , particularly as they relate to promoting choice and control through personal budgets and encouraging a wider range of services to support people making choices about their own care. The forthcoming Social Care White Paper will set out how the Government and local authorities can promote choice further in this area. In local markets, we aim to encourage a wider range of services on offer to support people making choice about their own care.
Status	In progress
Update	<p>The <i>Caring for our future: reforming care and support</i> White Paper and the draft Care and Support Bill (both published in July 2012) make a clear commitment to promoting choice for people who need care and support. Enabling people to choose between a range of providers, offering different ways of meeting their needs and goals, will help drive up the quality of care.</p> <p>For the first time, the draft Care and Support Bill places an explicit duty on local authorities to use all the levers available to them e.g. commissioning, information provision and wider responsibilities, to promote a diverse, high quality and sustainable market that meets the needs of local people. It also requires local authorities to ensure local people have sufficient information to make informed choices. This local information will build on the Government's development of national 'Provider Quality Profiles' which now includes user comments (and user ratings from May 2013), voluntary transparency and quality measures and other key data from April 2013, to support people to make an informed choice. The Choice Framework for Adult Social Care has been published.</p>

Activity	Funding follows individual choice – adult social care
Commitment	A personal budget or direct (cash) payment are the main ways people can exercise choice in accessing adult social care. In order to make effective use of these payments people need good quality advice and information. The Government will enable people to make informed choices about their care.
Status	In progress
Update	<p>The proposals in the <i>Caring for our future: reforming care and support</i> White Paper and draft Bill, along with the April 2013 objective for personal budgets will ensure that personalised care becomes standard practice.</p> <p>A framework of actions to support improvements in information and advice for adult social care is set out in the Care and Support White Paper (July 2012).</p> <p>The Care and Support Bill, published in July 2012, will place personal budgets on a legislative footing for the first time, as from April 2015 they will be provided to everyone as part of their care and support plan. The Bill, which includes a clause on local authority duties regarding the information and advice they provide for their citizens is in the process of Parliamentary Legislative Scrutiny with a view to enactment, subject to Parliament in 2015.</p> <p>The Law Commission recommended expanding direct payments to residential care. The White Paper committed to "develop, in a small number of areas, the use of direct payments for people who have chosen to live in residential care to test this approach".</p>

## Personal Care and Support

Activity	Funding follows individual choice – Special Educational Needs (SEN) and disabilities
Commitment	The Green Paper on SEN and disabilities (published in March 2011) set out Government's commitment to offer personal budgets to all families of children with special needs by 2014. We will also look into integrating funding across a range of services, including health, social care and education, so that families can exercise greater control over the services their children receive.
Status	In progress
Update	<p>20 SEN and Disability pathfinders covering 31 local authority areas working in partnership with Primary Care Trusts/Clinical Commissioning Groups (CCGs) were established in September 2011. The pathfinder programme will run until September 2014 and is testing the full range of the reforms set out in the Green Paper including the use of personal budgets for children and families with the new Education and Health Care Plan (EHCP). The Children and Families Bill, introduced to Parliament in February 2013, takes forward the commitments in the green paper and includes provisions to give families with an EHCP (or assessed as needing an EHCP) the right to request a personal budget.</p> <p>The Right to Control pilots are currently being evaluated, with results expected later in 2013. This evaluation process will help to identify key elements of the programme that have been successful, and help determine the future of Right to Control.</p>

Activity	Funding follows individual choice
Commitment	We will work with councils and external organisations to explore a personalised budget approach in the Supporting People scheme, which supports housing-related services for vulnerable people
Status	In progress
Update	Pilot local authorities have set up 45 payment by results contracts for Supporting People services, providing housing-related support to those in need of extra help. Outcomes targeted include maintaining accommodation, accessing employment and avoiding re-offending, and the contracts included in the project are valued at over £9 million. Future roll-out of this model will be a decision made by each local authority.

Activity	Funding follows individual choice – personal health budgets
Commitment	We aim to introduce personal health budgets to patients who would benefit from one, subject to the evaluation of existing pilots. NHS Continuing Healthcare may be one of the first areas to be offered personal health budgets.
Status	In progress
Update	<p>As set out in the Coalition's mid-term review and the Mandate to the NHS Commissioning Board, personal health budgets remain a priority for the Government. The results of the independent evaluation provide proof of concept and support the rollout of personal health budgets, including direct payments beyond the pilot programme. In November the Government confirmed the ambitious objective, set in the Mandate to the NHS Commissioning Board, that patients who could benefit will have the option to hold their own personal health budget, as a way to have even more control over their care. They also reaffirmed the commitment to introduce a right, from April 2014, for people receiving NHS Continuing Healthcare to ask for a personal health budget, including a direct payment.</p> <p>The Government now wants to give all parts of England the power to offer direct payment for healthcare - this will require an affirmative resolution and revision of regulations. <a href="#">A consultation on the policy underpinning the regulation</a> has been published in February 2013 and we are aiming to have completed the Parliamentary process by the autumn.</p>

## Personal Care and Support

Activity	Service users are well informed about the options available – adult social care
Commitment	Both the Law Commission and the Dilnot Commission's independent reports into social care funding highlighted the importance of receiving good information and advice. Proper care and support planning is a vital component of the personal budget offer. The Law Commission has recommended that everyone should have access to a universal information and advice service.
Status	In progress
Update	<p>The Care Bill, published in May 2013, includes a clause on local authority duties regarding the information and advice they provide for their citizens. Subject to Parliament, the Care Bill is planned to be enacted in 2015. A framework of actions to support improvements in information and advice for adult social care is set out in the <i>Care and Support White Paper</i> (July 2012). This includes action at a national level to provide a central point for people to navigate through the care and support 'system' as well as additional funding for local authorities to improve their on-line information and advice services and to increase the availability of independent advice to those who have eligible needs to support them to plan their care and support arrangements</p> <p>From April 2013, NHS Choices now provides new information on care and support to help people think about how best to meet their care needs. It will include improved links to local authority information and support to help people make their choices. It will also include transactional services. The public are already able to use NHS Choices to search for registered social care services by postcode to find basic details (what type of service is it, contact details, compliance with Care Quality Commission (CQC) standards etc.). From April, this will include user views on providers and new measures to tell people about the quality and effectiveness of residential care and homecare services, reported by providers on a voluntary basis. Providers will also have the opportunity to include details of their process on their profiles and respond to comments.</p>

Activity	Access is fair and the poorest are advantaged – care and support services
Commitment	The way people access care and support services will continue to be based on assessment of their needs to ensure that resources are targeted at those with the greatest needs.
Status	In progress
Update	The Government gave a commitment in the <i>Caring for our future: reforming care and support White Paper</i> to set a national minimum eligibility threshold for access to adult social care services. The draft Care and Support Bill, published in July 2012, provides for regulations to be made which will set the eligibility threshold. Subject to Parliamentary approval of the Bill, the new social care system, including the national minimum eligibility threshold, will take effect from April 2015.

## Personal Care and Support

Activity	Providers meet basic quality requirements – adult social care
Commitment	Providers of adult social care must meet standards set by the Care Quality Commission (CQC).
Status	Complete
Update	<p>From February 2013, social care providers have started to report against a number of quality measures relating to care of older people in care homes and home care settings. This reporting can be found on the <a href="#">NHS Choices</a> website.</p> <p>All providers of regulated activities have to be registered with CQC and meet a set of essential requirements of safety and quality. Failure to comply with the requirements is an offence and CQC has a wide range of independent enforcement powers that it can use if the provider is not compliant. CQC can also undertake special reviews and investigations of particular services, looking across providers and commissioners of health and adult social care.</p>

Activity	Minimum standards are enforced by the appropriate inspectors or regulators – adult social care
Commitment	All providers of adult social care must be registered with Care Quality Commission (CQC) and meet 16 registration requirements relating to minimum levels of safety and quality. Where providers are not meeting the requirements, CQC can take independent action to make the provider improve. CQC can also undertake special reviews and investigations of particular services, looking across providers and commissioners of health and adult social care.
Status	In progress
Update	<p>All providers have to be registered with the CQC, who enforce the 16 minimum standards. The Department of Health undertook a Performance and Capability Review of the CQC in late 2011 and published the findings of the review in February 2012. This found that CQC had made significant progress over the previous nine months but also found areas where improvement was necessary.</p> <p>CQC published an action plan setting out how it intends to meet that challenge and has recently consulted on a proposed new strategy, which is focused on engaging providers, commissioners, service users and the public, and developing CQC to become a constantly learning and improving organisation. CQC will be publishing the outcome in due course.</p> <p>There are a number of changes set out in the Department's response to the <i>Mid Staffordshire NHS Foundation Trust Public Inquiry</i> that will improve the effectiveness of regulation by CQC. The key initiatives are:</p> <ul style="list-style-type: none"> <li>• appointment of new Chief Inspectors within CQC;</li> <li>• a revised inspection method, based on an assessment of risk and led by specialist inspection teams;</li> <li>• a new system of ratings that goes beyond compliance with minimum standards and identifies good practice;</li> <li>• a new set of registration requirements based on fewer, simpler fundamental standards;</li> <li>• a new time-limited failure regime for NHS providers that do not provide adequate standards of care</li> </ul>

## Early Years

Activity	Meaningful right to choice and control – funded early education
Commitment	All three and four year olds currently have access to 15 hours of funded early education for 38 weeks of the year. Parents can choose from a range of providers offering different types of funded early education and different patterns of hours. The Government has pledged to extend this to around 40 per cent of two year olds by 2014.
Status	In progress
Update	<p>New statutory guidance was published in June 2012 and came into force from September 2012. Parents are now able to take the full 15 hour entitlement over a minimum of two days rather than three days and between 7.00am and 7.00pm rather than 8.00am to 6.00pm. <i>More Great Childcare</i> (January 2013) announced that we will free high quality providers to offer more places by allowing greater flexibility to operate with more children per adult if they employ high quality staff. This will give more parents the choice of a great childcare place for their child. (We have consulted on the qualification requirements which will support this additional freedom and will publish the results of the consultation shortly).</p> <p>This document also announced that parents will be offered the choice of more great childcare through:</p> <ul style="list-style-type: none"> <li>• the creation of childminder agencies to relieve childminders of some of the burdens of setting up their own business; provide training, place children with child minders and improve quality of care;</li> <li>• encouraging schools to take younger children, by removing the barriers to this; and</li> <li>• more traditional nursery classes led by a teacher.</li> </ul>

Activity	Funding follows individual choice – funded early education
Commitment	Local authorities are responsible for funding early education for three and four year olds. From April 2011 this has been through the early years single funding formula which ensures that funding follows parents' choices.
Status	Complete
Update	Since April 2011, the early years funding formula has ensured that every local authority provides funding to early years education providers to pay them for the number of hours of funded early education they provide for children, following parents' choices of provider. This means that for maintained sector settings, funding is no longer based on the number of places for children regardless of how many are filled. The funding formula is designed to simplify local funding arrangements to make the childcare market clearer and more transparent to parents.

## Early Years

Activity	Service users are well informed about the options available – funded early education
Commitment	Ofsted reports set out information on the quality of different providers and a range of independent sector organisations also provide information to inform parents' choices. Local authorities also have a legal duty to provide information to parents about services and facilities which may benefit them or their children.
Status	In progress
Update	The Commission on Childcare has been looking at the information available to parents about early education and childcare. As a first step, we have published a Choice Framework on funded early education, which sets out for parents how they can take up early education for their three or four year old children and signposts them to sources of information to help them make their choice. This includes local Family Information Services for lists of local childcare providers, and Ofsted for provider inspection reports.

Activity	Access is fair and the poorest are advantaged – funded early education
Commitment	The Government will extend funded early education so that 260,000 two year olds from lower income families can access funded early education from September 2014.
Status	In progress
Update	<p>130,000 two-year-olds (around 20 per cent) from lower income families will be able to access a funded early education place from September 2013, extending to 260,000 (around 40 per cent) from September 2014. The early years market is dynamic and diverse, and we anticipate that it will respond positively to the increase in demand for places for two year olds. Indeed, we know that private and voluntary sector providers and childminders are already delivering more places to two year olds, paid for by local authorities.</p> <p>Regulations have been laid which define eligibility for 2013 as children from families meeting the free school meals criteria, and looked after children.</p> <p><i>More Great Childcare</i> (January 2013) set out proposals to improve the quality, affordability and availability of childcare. Our aspiration is that all eligible two year olds should be able to receive early education in good and outstanding provision. The Government announced that it was allocating £525 million in 2013/14 to local authorities to secure places for two year olds. We have increased transparency on funding to allow providers to offer a sustainable and high quality early years offer.</p>

## Early Years

Activity	Providers meet basic quality requirements – early years services
Commitment	<i>Supporting Families in the Foundation Years</i> (published in July 2011) sets out our vision for early years services and how we are reforming them to raise standards across the sector. The Government consulted on a revised draft early years foundation stage framework over summer 2011, and has now published a response committing to raising quality in early years education.
Status	In progress
Update	Statutory guidance came into force on 1st September 2012. <i>More Great Childcare</i> , published in January 2013, announced that the Government wants to make Ofsted the sole arbiter of quality in the early years system and to end the overlapping quality regime operated by local authorities. The Government has launched a consultation on revised statutory guidance for local authorities to enact these reforms, which would come into force in September 2013.

Activity	Minimum standards are enforced by the appropriate inspectors or regulators – early years services
Commitment	Ofsted is the independent inspector which covers nursery provision, children's centres and other childcare and early education providers, reporting directly to Parliament.  The new inspection framework for early years from September 2012 focuses on ensuring that all early years provision helps children make the best possible progress from their individual starting point and develop the skills and emotional security necessary to prepare them well for school.
Status	In progress
Update	<i>More Great Childcare</i> (January 2013) set out how Ofsted will focus even more on weaker providers in the future, and will increase the role of Her Majesty's Inspectors (HMIs) involved in early years inspection. Her Majesty's Chief Inspector (HMCI) will offer more detail on how these proposals will be taken forward later in the spring, following the current Ofsted consultation 'Good early years provision for all' which was launched in April 2013. In addition, the Children and Families Bill includes a clause allowing for paid-for re-inspection to encourage providers to improve more quickly rather than waiting four years before another inspection. Subject to Parliamentary approval, this measure will be in place from September 2014.  The statutory framework for Early Years Foundation Stage was published in September 2012. Ofsted published the framework the regulation of early years provision in October 2012. This outlines how inspections are prioritised on the basis of: <ul style="list-style-type: none"> <li>the last inspection concluded that the overall quality and standards of the early years provision were judged to be inadequate;</li> <li>Ofsted has received information about the provision that indicates the provider is not meeting the requirements for registration;</li> <li>the provision has been judged as no better than satisfactory on more than one previous occasion;</li> <li>an assessment of notified changes to the provision indicates that quality has declined or requirements are not met.</li> </ul> Further changes to Ofsted inspection will be set out by HMCI later in 2013, following consultation on HMCI's proposals of 19 April. These included changing 'satisfactory' judgements to 'requires improvement'; more frequent inspection for providers that are adequate or require improvement; enforcement action for providers who fail to improve; HMI role in improving inspection and sharing good practice; and more focus on staff qualifications at inspection.

## Early Years

Activity	There is a means of redress if an individual does not receive their right to choose – funded early education
Commitment	The entitlement to early education for three and four year olds (and, from September 2013, some two year olds) is established in statute. If parents do not receive their entitlement to funded early education for their children, they can raise a complaint through both the justice system and local authority complaints procedures, including recourse to the ombudsman.
Status	In progress
Update	The regulations to extend funded early education to disadvantaged two year olds have been laid before Parliament (October 2012) and will come into force on 1 September 2013.

## Schools

Activity	Meaningful right to choice and control – schools
Commitment	The Government will explore ways in which good schools can be incentivised to expand.
Status	In progress
Update	The Government has made it easier for schools to expand. The new School Admission Code allows admission authorities to increase their Published Admission Number (PAN) or admit over it much more easily. We are continuing to explore ways in which good schools can be encouraged to expand.

Activity	Meaningful right to choice and control – schools
Commitment	We will make it easier for parents to make meaningful choices about where to send their children to school. Parents have a right to express a preference for a place in any state-funded school, even where they live outside the catchment area, and local authorities have a duty to grant such requests if there is space at the school the parents want.
Status	In progress
Update	<p>The Government will improve parental choice by increasing the number and type of state-funded through its Academies and Free Schools programme and by improving information available.</p> <p>The publication of the 2011 School and College Performance tables provided improved access to a wider range of school performance data than ever before and met several of our aspirations to make our data more transparent. These tables have been refreshed and published for 2012. Information regarding the schools in a local area is also available and signposted from local authorities' websites.</p> <p>In December 2012, the Chancellor of the Exchequer announced an additional £980m of investment in schools in England by the end of this Parliament. This money will come over the next two years – with £232m in 2013/14 and £750m in 2014/15 and includes enough funding to build up to 100 new Free Schools and academies, as well as investment to expand good schools, in the areas that are experiencing the greatest pressure on places.</p>

Activity	Meaningful right to choice and control – schools
Commitment	Free Schools are being established in response to local demand from parents, teachers and communities. These will help give parents more choice over where to send their children.
Status	In progress
Update	81 Free Schools are now open, with around 100 more aiming to open in September 2013. The Free Schools are creating thousands of new school places, often in areas with a shortage of places. Free Schools are popular with parents - all the Free Schools that opened in 2011 filled, or almost filled, all their places in 2012.

## Schools

Activity	Meaningful right to choice and control – schools
Commitment	The Government's ambition is that academy status should be the norm for all state schools, with schools enjoying direct funding and greater independence from central and local bureaucracy, increasing the choice of good schools available to parents.
Status	In progress
Update	As of April 2013 there are 2,886 academies open in England.

Activity	Funding follows individual choice – school funding
Commitment	The Government is committed to making schools funding fairer between different parts of the country.
Status	In progress
Update	<p>The Government has confirmed its commitment to introduce a new national funding formula during the next spending review period. As a first step, we have put in place new arrangements for funding schools from 2013/14. These new arrangements are intended to move us towards a more consistent and pupil led funding system. We have also published a short document seeking views from local authorities, head teachers and governors on the 2013/14 arrangements and will confirm later in 2013 whether we will make further changes for 2014/15.</p> <p>The Pupil Premium is specifically designed to boost the attainment of disadvantaged pupils. Funding for 2013-14 is allocated to schools, and in some cases local authorities, with pupils on roll in January 2013 that are known to have been eligible for free school meals (FSM) at any time in the last six years or who have been looked after in public care continuously for at least six months in the year. Each of these pupils will attract £900 for the year.</p>

## Schools

Activity	Service users are well informed about the options available – school league tables
Commitment	The Government will open up access to data from the National Pupil Database to help parents and pupils monitor the performance of their schools in depth, from June 2012.
Status	Complete
Update	<p>The publication of the 2011 School and College Performance tables which provided improved access to a wider range of school performance data than ever before met several of the Government's aspirations to make data more transparent. The 2012 Performance Tables have also been published.</p> <p>In July 2012 the Department for Education built on the release of the new style performance tables by implementing new arrangements to provide access to data from the <a href="#">National Pupil Database</a> under terms and conditions. Interested parties are able to request extracts of data from the National Pupil Database through an improved application process accessed through the Department for Education website.</p> <p>The Government recently launched a consultation on how to improve the accountability measures for secondary schools in England, which closes in May. The document sets out the Government's vision that almost all data about schools will be available to parents to help parents make choices about the school for their children. Amongst others, it consults on a proposal to publish extensive data about secondary schools through a School Performance Data Portal from 2015. The Portal would bring all the information about schools onto one accessible website.</p> <p>The Government also recently undertook a consultation about amending regulations to enable data from the National Pupil Database to be shared for a wider range of research and analytical purposes. A response to the consultation will be published in the Spring.</p> <p>Local authorities are also required to set out the admissions arrangements, including oversubscription criteria, for all schools in their areas.</p>

Activity	Service users are well informed about the options available – schools data
Commitment	By 2013, parents should be able to access school destinations data, so that they can see what proportion of pupils continue on to further education, employment and training.
Status	In progress
Update	Education Destination Measures were published for the first time in July 2012. The Measures show the percentage of students continuing their education in school, Further Education, Sixth form college or Higher Education institution, and the percentage training through an apprenticeship or work-based learning. The data is accessible on the Department for Education website, as a Statistical First Release. We are continuing to test, develop and evaluate the data prior to moving towards publication in Performance Tables.

## Schools

Activity	Service users are prompted about the options available – school admissions
Commitment	The Government will explore how people are prompted about the choices available when they are choosing schools and the options they are subsequently given for making new choices
Status	Complete
Update	We have published a schools Choice Framework, which sets out for parents how and where they can take up their child's entitlement to a school education, and signposts to further information to help them make their choice.

Activity	Access is fair and the poorest are advantaged – school admissions
Commitment	The Government will continue to target funding to help the poorest, to promote social mobility and to provide fair access for everyone, including through the use of selection criteria
Status	Complete
Update	Local authorities must allocate additional funding to deprived pupils as measured by FSM (free school meals) or IDACI (Income Deprivation Affecting Children Index) and can also allocate additional funding to pupils with EAL (English as an additional language) and with low prior attainment scores. The Pupil Premium is specifically designed to boost the attainment of disadvantaged pupils. Funding for 2013/14 is allocated to schools, and in some cases local authorities, with pupils on roll in January 2013 that are known to have been eligible for free school meals (FSM) at any time in the last six years or who have been looked after in public care continuously for at least six months in the year. Each of these pupils will attract £900 for the year.

Activity	Access is fair and the poorest are advantaged – choice of schools
Commitment	The Government is committed to ensuring that local authorities play a critical new role in education – as strengthened champions of choice, securing a wide range of education options for parents and families, ensuring there are sufficient high-quality school places, co-ordinating fair admissions, promoting social justice by supporting vulnerable children and challenging schools which fail to improve. Nine local authorities have been invited to be involved in exploring different approaches to this.
Status	In progress
Update	<p>In November 2012 the Department for Education issued advice to local authorities and schools on Fair Access Protocols in order to help them understand their obligations and duties in relation to The School Admissions Code 2012.</p> <p>In January 2013 the ISOS Partnership, a consultancy who carried out the original Local Authority Action Research Project (LAAR), were awarded a contract to continue to temperature check the new system and to assess how it evolves. Project fieldwork commenced in February with the ISOS Partnership liaising with local authorities, academies and maintained schools.</p> <p>As of April 2013 there are 2,886 academies open in England.</p> <p>81 new Free Schools have already been established, with around 100 more due to open by September 2013.</p>

## Schools

Activity	Access is fair and the poorest are advantaged
Commitment	We will create further academies and Free Schools in order to drive up educational attainment for all children, regardless of their background.
Status	In progress
Update	Just over half (53 per cent, 42 schools) of Free Schools are located in the 30 per cent most deprived areas of the country. Over two thirds (70 per cent, 55 schools) are located in areas of higher than average levels of deprivation. In September 2012, the first three Free Schools for children with special needs opened, as did the first five 'alternative provision' Free Schools for pupils who struggle to learn in a mainstream school.

Activity	Providers meet basic quality requirements – schools
Commitment	The Department for Education uses 'floors' to judge which schools are failing to meet minimum standards and will raise these 'floors' over time, helping schools that fail to meet them to convert into academies.
Status	In progress
Update	In June 2012, the Secretary of State for Education announced his intention to raise the "minimum standard" or floor targets for secondary schools to 40 per cent of students achieving five A*-C GCSEs (or equivalents) including English and mathematics in 2012, rising to 50 per cent by 2015. Through the secondary accountability consultation (which closes in May) the Department for Education has proposed it will publish a new measure showing the percentage of pupils achieving a 'pass' in English and mathematics, and a progress measure based on students' results on a suite of eight qualifications at the end of KS4. The proposal is that these measures should become the floor standard. This system would reduce any perverse incentives and reward schools more strongly for their work with all pupils.

Activity	Providers meet basic quality requirements – schools
Commitment	The Government will explore how best to raise standards in coasting schools (e.g. by introducing year-on-year improvement standards).
Status	In progress
Update	The new Ofsted inspection framework has been used from September 2012. Key changes in the new framework include removing the 'satisfactory' grade and replacing it with a new 'requires improvement' grade with earlier re-inspection, a specific focus on how schools are using the Pupil Premium, and increased support for schools that are not yet 'good'.

## Schools

Activity	Providers meet basic quality requirements – schools
Commitment	The Government will consult on ways to establish zero tolerance of failure on a service-by-service basis (specifically, zero tolerance of children leaving school unable to read or write).
Status	In progress
Update	The Department for Education has established 'floor' standards for schools, setting minimum expectations for attainment and progression. Interim minimum standards have also been introduced for 16-19 provision in school sixth forms and colleges based on a threshold attainment measure with plans to introduce a progress measure in the future. There is a strong new focus by Ofsted on coasting schools and we are implementing arrangements that allow poorly performing teachers to be removed in about a term, instead of up to a year or more as is currently the case. From September 2013, all schools, colleges and other education providers will ensure that students who don't have a GCSE (at Grade C or above) in English and maths at 16 will continue to study these subjects after 16, taking a course which either leads directly to these qualifications or which provides significant progress towards them.

Activity	Minimum standards are enforced by the appropriate inspectors or regulators – schools
Commitment	Ofsted is the independent inspector of schools, reporting directly to Parliament. Local authorities will be expected to take action if there are concerns about the performance of any school in their area.
Status	Complete
Update	From September 2012 the inspection framework was amended so that schools and colleges are no longer judged as 'satisfactory'. This category has been replaced by 'requires improvement'. Local authorities are expected to take action if there are concerns about the performance of any school in their area. If the school is an academy or Free School, local authorities have no direct power to intervene but can raise concerns directly with the school. If their concerns are not adequately addressed, they can escalate concerns to the Secretary of State and, if appropriate, inform Ofsted.

## Higher Education

Activity	Meaningful right to choice and control – higher education
Commitment	The Government will make it easier for employers and charities to offer sponsorship for individual university and college places outside student number controls.
Status	In progress
Update	The Government is currently exploring options for employers and charities to offer sponsorship for individual university and college places outside student number controls

Activity	Service users are well informed about the options available – higher education data
Commitment	In instances where datasets about a particular public service's performance and funding are not already being published, the Government will make it easier for people to request these by creating a new right to data.
Status	In progress
Update	<p>The Department for Business Innovation and Skills (BIS) is working with its partner organisations to roll out the transparency agenda. For Higher Education in particular the funding is being put into the hands of students. This means that it is crucial that they have access to high-quality, easy to use information.</p> <p>The Key Information Set was launched in September 2012, providing prospective students with comparable information at course level in areas including fees and student satisfaction levels. The full KIS dataset has been made available, free of charge, to organisations that provide information to HE students.</p> <p>BIS is working with HE data owners – University and Colleges Admissions Service, Higher Education Statistics Authority, Higher Education Funding Authority for England and Student Loans Company - and data users through a Ministerial Data Sharing Group to ensure that data is made available wherever this is legally possible.</p>

Activity	Service users are well informed about the options available – higher education data
Commitment	The Government is asking the Higher Education Funding Council for England (HEFCE) to improve Unistats, so that prospective students can make more useful comparisons between subjects at different institutions.
Status	Complete
Update	The improved <a href="#">Unistats website</a> was launched on 27 September 2012. It provides comparable information that students have identified as useful, including student satisfaction, course information, employment and salary data, accommodation costs, financial information, such as fees, and students' union information.

## Higher Education

Activity	Service users are well informed about the options available – higher education data
Commitment	The Government will ask the main organisations that hold student data to make detailed data available publicly, including on employment and earnings outcomes, so that it can be analysed and presented in a variety of formats to meet the needs of students, parents and advisers.
Status	In progress
Update	The Higher Education Funding Council for England (HEFCE) is undertaking a major review of public information. As part of this review, HEFCE will work with the Higher Education Statistics Agency (HESA) to consider further improvements to the quality of employment outcomes.

Activity	Service users are well informed about the options available – taught postgraduate data survey
Commitment	We have invited the Higher Education Public Information Steering Group to consider whether a national student survey of taught postgraduate students should be introduced and whether to encourage institutions to provide a standard set of information for each of their taught postgraduate courses.
Status	In progress
Update	<p>The Higher Education Funding Council for England (HEFCE) has carried out research to understand the information needs of postgraduate students. The research, which is published in May, confirms that a different approach is required for postgraduates – they have a diverse range of information needs and so a postgraduate Key Information Set (KIS) would not be appropriate. A student toolkit for prospective postgraduates is being developed, as is good practice guidance to help Higher Education Institutions provide the information students need.</p> <p>Further work is underway to investigate whether it would be useful to provide a single national portal providing standardised information.</p>

Activity	Service users are well informed about the options available – student evaluation surveys
Commitment	The Government expects all universities to publish summary reports of their student evaluation surveys on their websites by 2013/14.
Status	In progress
Update	The Higher Education Funding Council for England (HEFCE) has asked the Quality Assurance Agency (QAA) for Higher Education, the Higher Education Academy and the National Union of Students to develop guidance on the publication of summary reports of student evaluation surveys. This guidance will be available in July 2013. We would then expect universities to begin publishing reports from 2013/14.

Activity	Service users are well informed about the options available – higher education admissions.
Commitment	The Government is also asking the Universities and Colleges Admissions Service (UCAS) and higher education institutions to make available, course by course, new data showing the qualifications held by previously successful applicants to higher education courses.
Status	Complete
Update	This data was first published in June 2012 and is available on the <a href="#">UCAS website</a> .

## Higher Education

Activity	Service users are well informed about the options available – higher education admissions
Commitment	The Government will expect higher education institutions to provide a standard set of information about their courses and we will make it easier for prospective students to find and compare this information.
Status	Complete
Update	The Key Information Set (KIS) was launched in September 2012 and includes several items of information that did not previously exist in a national, comparable form. KIS includes data on student satisfaction, future employment prospects including salary data, accommodation costs, tuition-fees and student union feedback.

Activity	Access is fair and the poorest are advantaged – higher education scholarships
Commitment	A new National Scholarship Programme will begin in 2012. By 2014, it will provide £150 million to help improve access to higher education among the least well-off young people and adults.
Status	In Progress
Update	The National Scholarship Programme began delivering awards to new entrants to higher education from Autumn 2012.

Activity	Access is fair and the poorest are advantaged – higher education admissions
Commitment	All institutions which intend to charge more than the basic £6,000 annual tuition fee from 2012/13 will have to demonstrate to the independent Director of Fair Access what more they will do to attract students from under-represented and disadvantaged groups.
Status	Complete
Update	In the 2013/14 academic year, there will be 154 institutions with live Access Agreements approved by the Director of Fair Access to Higher Education. Through these agreements, institutions plan to spend over £670m a year by 2016/17 on access and student success measures.

Activity	Access is fair and the poorest are advantaged – higher education admissions
Commitment	The Government will improve the resources of the Office for Fair Access (OFFA), increasing capacity so that it can provide more active and energetic challenge and support to universities and colleges.
Status	Complete
Update	In 2011/12, the Government increased OFFA's resources from £484,000 to over £700,000 and increased further in 2012/13 to just over £1million. We shall keep this under review with the Director of Fair Access to ensure he is equipped to carry out his role effectively.

## Higher Education

Activity	Access is fair and the poorest are advantaged – higher education admissions
Commitment	The Government will ask the new Director of Fair Access to advise on whether The Office for Fair Access' (OFFA) current powers are suited to achieving its statutory goals. The Director will continue to have a duty to protect academic freedom, including an institution's right to decide who to admit and on what basis.
Status	Complete
Update	The Director was asked to provide advice on whether OFFA's powers are the right ones to achieve its statutory goals or whether some clarification or extension is required. The Government has decided that no primary legislation will be brought forward in this Parliament.

Activity	Access is fair and the poorest are advantaged – higher education admissions
Commitment	Following the first round of approval of Access Agreements, the Government has asked the Director of Fair Access to advise on what further steps might be needed to ensure that institutions deliver the commitments set out in these agreements.
Status	In progress
Update	The Government has asked The Office for Fair Access (OFFA) and The Higher Education Funding Council for England (HEFCE) to develop a new national strategy for promoting access that will maximise the impact of all the spending in this area by Government, the Funding Council and institutions. The strategy will be published in Autumn 2013.

Activity	Access is fair and the poorest are advantaged – higher education application process
Commitment	UCAS will undertake a review of the higher education application process to ensure fair access and is expected to report in Spring 2012. The Government will then work with the Director of Fair Access and the sector to determine the extent to which the introduction of a hybrid or other Post Qualification Application (PQA) model might promote fair access and benefit potential students as well as offer any efficiencies and cost savings.
Status	Complete
Update	UCAS published its <a href="#">independent review</a> in March 2012 and is now taking forward the recommendations with the sector.

## Higher Education

Activity	Providers meet basic quality requirements – higher education institutions
Commitment	To protect the interests of students and maintain the reputation of the higher education system, all providers designated for public funding will have to sign up to the Quality Assurance Agency (QAA), which reviews the performance of universities and higher education colleges.
Status	In progress
Update	The Government response to the HE White Paper <i>Students At the Heart of the System</i> confirmed that conditions for alternative providers with courses designated for student support will be strengthened, to include more robust quality assurance conditions. These conditions were outlined in the BIS consultation which started in November 2012, on applying student number controls to alternative providers with designated courses, and further detail is available in the draft guidance published in April on the overall process and application procedures for designation for student support.

Activity	Providers meet basic quality requirements – higher education institutions
Commitment	The Government has proposed a risk-based quality regime for higher education institutions that focuses regulatory effort where it will have most impact and gives power to students to hold universities to account.
Status	In progress
Update	Following HEFCE's 2012 consultation on the principles of a risk-based quality assurance system, the Quality Assurance Agency (QAA) is now consulting on the operational detail of a proposed new 'Higher Education Review' process. The intention is to implement this in the academic year 2013/14.

Activity	Minimum standards are enforced by the appropriate inspectors or regulators – higher education
Commitment	The Government will legislate to ensure that any higher education provider that accesses student support funding from 2013/14 onwards will be subject to minimum standards.
Status	In progress
Update	The HE reform agenda is moving forward primarily through non-legislative means. We will move towards a more level playing field for higher education providers by improving the existing course designation system for alternative providers to include more robust and transparent requirements on quality assurance, financial sustainability and management and governance.

## Higher Education

Activity	There is a means of redress if an individual does not receive their right to choose – higher education
Commitment	The Government will consult on proposals for a single, transparent regulatory framework which covers all institutions that want to be part of the English higher education system.
Status	In progress
Update	The Higher Education White Paper and Technical Consultation were published in June 2011 and August 2011 respectively. The Government published a response in June 2012. Given that the Government does not yet know the full effect of the new funding arrangements, we are not yet introducing primary legislation to establish a single regulatory framework at present.

Activity	There is a means of redress if an individual does not receive their right to choose – student charters
Commitment	Universities will be encouraged to uphold student charters which tell students what their rights of redress are if they are not satisfied and how to follow the complaint procedure.
Status	Complete
Update	The Government continues to recommend the publication of student charters. Advice from the Higher Education Funding Council for England (HEFCE) during 2012 suggests that more institutions have developed charters and the benefit is not simply their existence, but in the regular annual dialogue with the students' union.

Activity	There is a means of redress if an individual does not receive their right to choose – higher education
Commitment	Students will be able to seek redress through the Office of the Independent Adjudicator (OIA) for students in higher education.
Status	Complete
Update	HE students continue to be able to seek redress for unresolved complaints from the Office of the Independent Adjudicator.

Activity	There is a means of redress if an individual does not receive their right to choose – higher education
Commitment	All higher education institutions receiving public funding must be members of the OIA.
Status	In progress
Update	The 2004 Higher Education Act requires all universities to become members of the complaints handling scheme currently run by the Office of the Independent Adjudicator for Higher Education (OIA). The Government is encouraging alternative providers in the higher education sector to consider joining the OIA on a voluntary basis.

## Higher Education

Activity	There is a means of redress if an individual does not receive their right to choose – higher education
Commitment	Summaries of all OIA decisions to be published.
Status	Complete
Update	The OIA publishes case studies and summary decisions on its website and in its annual report. From Spring 2013 it will also publish decisions in cases with a strong public interest by name of higher education institution

Activity	There is a means of redress if an individual does not receive their right to choose – higher education
Commitment	The Government would like the OIA to help higher education institutions resolve student complaints at the earliest possible stage.
Status	In progress
Update	OIA is working with a number of institutions to pilot new arrangements to try and resolve complaints at an earlier stage in the current process. The results of the pilots will be available during the summer and will inform the development of a good practice framework for the sector, produced by OIA, working with the Quality Assurance Agency, NUS, Academic Registrars Council and the Association of Heads of University Administration.

Activity	There is a means of redress if an individual does not receive their right to choose – higher education
Commitment	As part of HEFCE's revised role as the regulator of the higher education sector, it will be given an explicit remit to protect the interests of students, including by promoting competition (where appropriate) in the sector.
Status	In progress
Update	The Government decided not to introduce primary legislation to establish a single, regulatory framework at this stage. HEFCE has been given a specific remit to carry out financial sustainability and good governance checks of new providers entering the system affording students a greater degree of protection than was previously the case.

## Further Education and Skills

Activity	Meaningful right to choice and control – further education and skills
Commitment	<i>New Challenges, New Chances</i> (December 2011) set out a vision of reform for the further education (FE) and skills system. The key elements of these reforms are: putting students at the heart of the FE and skills system; providing better information to give learners at every level the power to shape the system through better informed choices; and providing funding for students where it can have most impact, including introducing FE loans
Status	In progress
Update	Developments towards delivery include: <ul style="list-style-type: none"> <li>• The intention to introduce traineeships in September 2013;</li> <li>• 24+ Advanced Learning loans available for level 3 and 4 courses, from 2013/14 academic year;</li> <li>• The launch of National Career Service (NCS) in April 2012;</li> <li>• Community Learning Trust pilots;</li> <li>• The launch of FE Guild following Lingfield report.</li> </ul>

Activity	Meaningful right to choice and control – further education
Commitment	College governors will have collective responsibility for developing a diverse FE sector, working with schools, academies, independent training organisations, universities, local government and the voluntary sector.
Status	In progress
Update	To provide the necessary freedoms to allow the sector to respond better to the needs of local learners, employers and communities, the Government removed a wide range of controls through the Education Act 2011. The Government has also supported work on new business models and partnerships. The Government has also worked with the sector to develop the support programme for college governors and governing bodies to enable them to respond to the reform agenda

Activity	Meaningful right to choice and control – vocational training
Commitment	To give young people a wider choice of vocational training, we have committed to increasing the number of 16–24-year-old apprentices.
Status	In progress
Update	The Government has set out its intention to introduce Traineeships to enable young people to develop the skills to secure apprenticeships and other jobs.  In addition, the Apprenticeship Grant for Employers (AGE) offers a £1,500 grant to companies with up to 1000 employees (previously limited to SMEs) to take on their first 16-24 apprentice(s) (i.e. must now not have taken on any in the past year to qualify). Published figures show that up to October 2012, 18,900 apprentices have been taken on via this scheme (although not all grants have yet been paid as this is done after 13 weeks of employment). The scheme has been extended for a second year.

## Further Education and Skills

Activity	Meaningful right to choice and control – Higher Apprenticeships
Commitment	The Government will significantly extend the provision of Higher Apprenticeships by creating a further opportunity for organisations to bid for funding in 2011/12.
Status	Complete
Update	<p>Between 2011/12 and 2012/13, a total of £25 million has been made available to support the development of new Apprenticeship Frameworks up to degree level.</p> <p>The interest and demand for Higher Apprenticeships is evident in the significant growth in the number of starts on the existing frameworks. Figures for the 2012/13 to date show some 3,700 starts on Higher Apprenticeships – double the volume in 2010/11, with starts in Accounting dominating. There are now 17 Higher Apprenticeship frameworks which have been approved with a further 19 in the final stages of development (due to be in place by the end of March 2013). The successful projects have pledged to achieve 23,000 starts by 2015.</p>

Activity	Meaningful right to choice and control – skills
Commitment	The Government will support people aged over 24 who want to retrain or up-skill in order to find different employment, improve their life chances, qualify for a professional job or progress to higher education.
Status	In progress
Update	The <a href="#">Skills Funding Statement 2012-15</a> was published in December 2012 setting out our funding strategy, focussing on young people, those with English and Maths below Level 2 and the unemployed. From 2013/14, learners aged 24 and over studying at Level 3 and 4 including Advanced and Higher Apprenticeships will have access to Advanced Learning Loans, allowing us to continue to support these learners to access advanced and higher level further education courses.

Activity	Funding follows individual choice – skills
Commitment	The Government will continue developing a simplified funding system for adult skills which will be implemented from the 2013/14 academic year. A single funding system is to be introduced from the 2013/14 academic year.
Status	In progress
Update	The Skills Funding Agency piloted a new simplified funding system which will come into full effect for the 2013/14 academic year.

Activity	Funding follows individual choice – FE loans
Commitment	The Government remains committed to introducing a system of FE loans for adults aged 24 or over studying at Level 3 or higher.
Status	In progress
Update	The Government has laid regulations to introduce loans and agreed a package of support for the transition. Learners will be able to apply for 24+ Advanced Learning Loans for the 2013/14 academic year.

## Further Education and Skills

Activity	Service users are well informed about the options available – FE data
Commitment	On the FE Choices website, the Government already publishes information about the quality of FE providers under four measures – qualification success rates, learner destinations (i.e. where learners go on to after they finish studying), learner satisfaction with their course of study and employer satisfaction. In addition to this, we will make information available about the quality of courses wherever possible.
Status	In progress
Update	In addition to publishing a provider level figure, Employer Satisfaction data is now published by skill or subject area. Qualification Success Rates will also be published at subject area in addition to the provided level figures from the next update in Spring 2013. More granular course level publication will continue to be developed to ensure that the information is presented at the most useful level for learners and employers.

Activity	Service users are well informed about the options available – FE data
Commitment	The FE sector is working to implement a common information set that students and employers say they need, presented in a standard format for each provider, which will be available on each provider's website. This will help both students and employers to compare the quality of different courses
Status	In progress
Update	In March 2013, the FE sector launched a new information framework to improve the quality and consistency of information on providers' own websites. Use of the framework is voluntary.

Activity	Service users are well informed about the options available – careers information
Commitment	Working with the FE sector, the Government will ensure greater completion of the course information available to learners on the National Careers Service website.
Status	In progress
Update	The Skills Funding Agency has taken a number of actions to improve completion of the Course Directory, including: established a dedicated team to work with providers to help them improve their data quality, developed a quality dashboard that provides an overview of each provider's data to support conversations about Course Directory data quality between Relationship Managers and learning providers. Other planned improvements are an increase in the number of mandatory fields and inclusion of full-cost courses.

Activity	Service users are well informed about the options available – careers information
Commitment	The Government will integrate the quality comparison information we already collect and which students say they need with the new National Careers Service (NCS) website, so that learners can find information, advice and guidance (and compare provider quality) on a single national site.
Status	In progress
Update	From May 2013, the course search pages on the NCS website will feature an information pod displaying the provider's Learner Satisfaction, Employer Satisfaction and Learner Destination scores with a link to more detailed information on the FE Choices website. Work will continue over the next year to incorporate Qualification Success Rate scores and course level information.

## Further Education and Skills

Activity	Service users are prompted about the options available – careers information
Commitment	In April 2012, the Government will launch the National Careers Service. It will focus on specialist careers guidance, making information and advice available to young people and adults. We will pilot new forms of co-location between the National Careers Service and other organisations.
Status	In progress
Update	The National Careers Service was launched in April 2012; The Service has a web and helpline offer available to all and face-to-face offer for adults. It operates from over 2,800 locations where it is co-located with other organisations including job centres, FE colleges and other community locations. Trials of community walk-in pathfinders are underway. These seek to test alternative approaches to extending the reach of the service through other partner organisations. An evaluation of these is due in early Summer 2013 and will inform further service developments.

Activity	Service users are prompted about the options available – lifelong learning
Commitment	Lifelong Learning Accounts will help adult learners take greater control of their studies by giving them clear, relevant, tailored information and advice on skills, careers and financial support, all in one place. Users of the accounts will be encouraged to link with other learners to share their knowledge and experiences, and social media tools such as Facebook and Twitter will signpost learners to relevant forums and communities.
Status	In progress
Update	Numbers of Lifelong Learning Account holders are now over 600,000. This figure is expected to continue rising. Accounts information is being used to nudge users to complete their learner journey. Social media is increasingly being used to highlight the benefits of an account and web search engine optimisation is raising awareness so that most account holders now first hear about them through a Google Search on careers issues.

Activity	Access is fair and the poorest are advantaged – lifelong learning
Commitment	We will focus particularly on helping people who are disadvantaged and disengaged from learning to participate. We want to support the localism agenda by involving local people at neighbourhood/parish level in decisions about learning provision in the area
Status	In progress
Update	15 Community Learning Trust pilots were established in August 2012 and are developing effective approaches to delivering the new community learning objectives. One of the key objectives of these pilots is to focus public funding on people who are disadvantaged and least likely to participate, including in rural areas and people on low incomes with low skills. An external evaluation report will be published in August 2013.

Activity	Providers meet basic quality requirements – further education.
Commitment	To ensure there is a clear sector-owned policy to support outstanding teaching and learning in FE, an independent commission on adult education and vocational pedagogy will be established.
Status	In progress.
Update	The Commission on Adult Vocational Teaching and Learning is established. The Commission published its report and findings in March 2013.

## Further Education and Skills

Activity	Providers meet basic quality requirements – further education and skills.
Commitment	There will be an independent review of professionalism in the FE and skills sector. This will review the current arrangements for regulating the FE and skills workforce and recommend improvements where appropriate.
Status	In progress
Update	Following publication of the independent Lingfield Review we have: revoked elements of the FE Workforce Regulations, agreed to revoke the remaining regulations for the new academic year and set in train plans for a new FE Guild as an employer led partnership to promote high standards for the sector.

Activity	Providers meet basic quality requirements – teacher training
Commitment	Bursaries and a development fund will be established to help the FE sector explore new ways of delivering Initial Teacher Education. The Government has commissioned the Learning and Skills Improvement Service (LSIS) to work with the sector and provide funding to develop new kinds of training for teachers.
Status	Complete
Update	Bursaries have been available for the academic year 2012/13. Ministers will consider what intervention if any they want for the 2013/14 academic year.

Activity	Providers meet basic quality requirements – teacher training
Commitment	As part of the legacy of WorldSkills London 2011, the LSIS will set up a pilot project to create a network of expert FE practitioners in vocational fields. This will build excellence in dual professionalism (continuous professional development in teaching and in the subject taught) in key industry areas and will also help train for annual UK-based and international skills competitions.
Status	In progress
Update	The pilot is engaging with 30 providers that are currently offering a significant high quality engineering programme as evidenced by the data obtained from the FE STEM (Science, Technology, Engineering, Mathematics) Data Project. Five regional network events are to take place between January and March 2013. Each region will be carrying out various activities between colleges under the skills competition umbrella ready to feed back to the rest of the region by the next event. Feedback from the pilot providers will encourage more entries and more successful entries to skills competitions.

Activity	Providers meet basic quality requirements – further education
Commitment	The Government will continue to carry out checks on FE colleges and independent training providers who plan to enter the market in order to prevent bogus providers from operating and to protect taxpayers' money. However, to reduce the administrative load on FE providers, the number of questions asked in the approved register of providers will be reduced significantly. The Skills Funding Agency will also aim to ensure information is collected only once across its systems
Status	Complete
Update	The Skills Funding Agency publishes a list of all providers who are entered on the Register of Training Organisations on a regular basis.

## Further Education and Skills

Activity	Minimum standards are enforced by the appropriate inspectors or regulators – Apprenticeships
Commitment	A major employer-led review of Apprenticeships standards will consider how the programme should adapt to meet evolving employer and learner needs.
Status	In progress
Update	<a href="#">The Richard Review of Apprenticeships</a> was published in November 2012. The Government has welcomed the Review's recommendations, in particular supporting that employers should be central to the Apprenticeships system, and <a href="#">published its response</a> in March 2013.

Activity	Minimum standards are enforced by the appropriate inspectors or regulators – further education
Commitment	The Government will reform the current minimum levels of performance to make them more transparent and less complex. We will reduce the number of individual blocks of provision that are currently scrutinised (up to 270), giving providers more autonomy to manage their overall provision. The Department for Education is developing a similar approach to minimum standards to apply across 16–18 learning provision.
Status	In progress
Update	The new approach to minimum standards for post-19 learners will be used to assess performance in the 2012/13 academic year following consultation with the sector.  The Skills Funding Agency is assessing data for the 2011/12 academic year in March 2013 using the minimum levels of performance methodology for the last time. To improve provider understanding of the impact of the new standards, new Minimum Standards 'shadow reports' will also be available in Spring 2013 based on 2011/12 success rates.

Activity	Minimum standards are enforced by the appropriate inspectors or regulators – further education
Commitment	The Government will take strong action to address poor performance by colleges. They will receive an 'Inadequacy Warning Notice', giving them a specified time to resolve any quality or financial issues, with support from the LSIS. Where persistent poor performance continues and minimum standards are not achieved, colleges will then be asked to undertake a structure and prospects appraisal, with intensive sector-led support.
Status	In progress
Update	The Skills Funding Agency will integrate the <i>New Challenges, New Chances</i> approach into its operational processes, giving those with 'Inadequacy Warning Notices' a specified time to resolve issues and asking persistent poor performers to undertake an appraisal. The Agency has already implemented the approach to risk assessment described above and will implement the approach to risk management through the intervention escalation process from the start of the academic year 2012/13.

Open Public Services 2013  
 NHS primary care (GPs)

Activity	Meaningful right to choice and control – GP services
Commitment	NHS patients should be able to transfer between GPs if they feel dissatisfied about the service they have been given and there should be no barriers to registering with a different GP on these grounds. The Government will give patients the freedom to choose to register with a practice, not restricted by where they live.
Status	In progress
Update	The Department of Health has been working with the NHS and the healthcare profession to pilot new ways of opening up patient choice, enabling people either to register with a GP practice away from home or to see a GP away from home on an occasional basis. The pilots were located in central London, Manchester/Salford and Nottingham City and began in April 2012, ending March 2013. PCTs publicised the pilots in their areas, to ensure that patients aware of the new options open to them. NHS England evaluating the pilots to assess patient demand for greater choice, value for money and the impact on how effectively the GP service is provided. The final report from the evaluation is due in July 2013.

Activity	Meaningful right to choice and control – community and mental health services
Commitment	Patients will be able to choose between any qualified providers (AQP) for some community and mental health services. If a service has been commissioned using an AQP model, patients can choose where they want to receive treatment from a list of local, qualified providers
Status	In progress
Update	Implementation of AQP is well on track and going well. To date, 104 services advertised are now live and 119 unique providers are operational, with many more due to come on stream in the next two months. See <a href="http://www.nhs.uk/aqpmmap">www.nhs.uk/aqpmmap</a> for the map and directory of qualified providers

Activity	Meaningful right to choice and control – GP services
Commitment	We will make it easier for patients to register at a practice or book an appointment to see their GP online
Status	In progress
Update	The Government's mandate to NHS England (November 2012) sets this as one of the NHS England objectives. The NHS England's planning guidance for the NHS <i>Everyone counts: planning for patients 2013/14</i> (December 2012) guarantees that every patient will have the opportunity of online access to their primary care medical record by the Spring of 2015. This will include the ability to make appointments and request repeat prescriptions online. The Royal College of GPs has been leading work with stakeholders to develop a plan and identify the support required to implement this. Further details are likely to be announced later in the year.

Open Public Services 2013  
 NHS primary care (GPs)

Activity	Funding follows individual choice – GP services
Commitment	The Government will continue to improve payment structures so that funding follows patient choice and is based on outcomes as well as the quality of care.
Status	In progress
Update	<p>GP funding already follows individual patients' decisions on the practice they register with, and includes an element based on outcomes. On average, 56 per cent of GP funding is capitation (paid per patient based on the number of patients registered, their age and need profile, and the characteristics of the area). An additional 15 per cent of GP payments are made for performance against quality and outcome measures and 11 per cent for specific enhanced services, while 17 per cent relates to premises and infrastructure costs, seniority and locum payments.</p> <p>The consultation on more equitable funding (part of a wider consultation on the GP contract) was completed in March 2013. The Statement of Financial Entitlements Directions 2013 came into force on 1 April 2013. This will phase out Minimum Practice Income Guarantee (MPIG) payments over a 7 year period starting in April 2014 and recycle them into the Global Sum so as to benefit all practices, not just those in receipt of correction factor payments</p>

Activity	Service users are well informed about the options available – GP records
Commitment	The Government will ensure that all NHS patients can access their personal GP records online by the end of this Parliament.
Status	In progress
Update	<p>The Department of Health will be holding the NHS England to account for delivery of the objectives in its Mandate which includes people being able to access their GP records by 2015. This will include the ability to make appointments and request repeat prescriptions online. The NHS England, in its guidance <a href="#">Everyone Counts: Planning for Patients 2013/14</a> document, has guaranteed that every patient will have the opportunity of online access to their own primary care medical record by the spring of 2015. It will also consult, by June 2013, on plans for provision of patient access to interoperable records across the pathway of care.</p>

Open Public Services 2013  
 NHS primary care (GPs)

Activity	Service users are well informed about the options available – GP services
Commitment	Data about prescribing in individual GP practices was published in December 2011. Further prescribing data will be published by September 2012, and extra datasets relating to health and social care will be released by September 2013.
Status	In progress
Update	More detailed, presentation level, <a href="#">prescribing data at practice level</a> , was released for the first time 28 September 2012. The data is updated monthly. In addition, in response to demand from industry and information intermediaries, historical data covering the preceding two years was released in November to allow analysis of prescribing trends.  The data is available through <a href="#">data.gov.uk</a>

Activity	Service users are well informed about the options available – GP services
Commitment	We will build on the information available on the NHS Choices website to provide patients with more information about how successfully GP practices are delivering care and services
Status	In progress
Update	This includes a new map of GP practices on NHS Choices, which will help patients identify the best GP practice for them. The Health and Care Information Centre publishes <a href="#">GP Practice level outcome indicators</a> to enable users to compare and contrast a number of areas at GP Practice level. From June 2012, this data set was extended and an iView tool was made accessible to the public, allowing comparisons about the delivery of care for each general practice to be made. In January 2013, there was a third release. <a href="#">GP Practice profiles</a> can be found on the NHS Choices website.

Activity	Service users are prompted about the options available – GP services
Commitment	We will explore how people are prompted about the choices available when accessing services (e.g. registering with a GP) and options for switching at intervals thereafter
Status	In progress
Update	Specific information is already available on NHS Choices to help people to find and choose the right GP practice for them. We are working with the NHS England to develop standardised measures to support patients and enable them to differentiate between practices on the grounds of quality.

Open Public Services 2013  
 NHS primary care (GPs)

Activity	Access is fair and the poorest are advantaged – GP services
Commitment	GP services are open to everyone at the point of need. The Health and Social Care Act will place a duty on the Secretary of State for Health to help reduce inequalities in the health service. This will include both the way people access services and the quality of those services
Status	In progress
Update	<p>Over 100 new GP practices have been opened in areas with the greatest health needs and fewest GPs. We are working with the NHS, local Government and other groups (such as the voluntary sector) to identify how best to support the needs of vulnerable groups when commissioning health services.</p> <p>In addition, the Government is committed to incentivising ways of improving access to primary care in disadvantaged areas. During the GP contract negotiations last year, it was agreed by the General Practitioners' Committee of the British Medical Association, that they would work with DH to explore how the 'Carr-Hill' GP practice funding formula might be adjusted to give greater weighting to deprivation factors. That work continues.</p>

Activity	Access is fair and the poorest are advantaged – GP services
Commitment	GP funding is targeted to help ensure fair access and effective care for those with the greatest needs.
Status	In progress
Update	GP funding is allocated largely based on the characteristics of the patients registered with each GP practice. The NHS England continues to progress this work to deliver for April 2014.

Activity	Providers meet basic quality requirements – GP services
Commitment	The Outcome Indicator Set will be in place from April 2013, as Clinical Commissioning Groups take on full responsibility for commissioning. This will ensure that Clinical Commissioning Groups are held to account for the quality of services they commission.
Status	Complete
Update	NHS England published the indicator set for 2013/14 in Autumn 2012 as part of the <i>Everyone Counts</i> suite of planning documents. These indicators will inform Clinical Commissioning Groups' planning for 2013/14.

Open Public Services 2013  
 NHS primary care (GPs)

Activity	Providers meet basic quality requirements – GP services
Commitment	We will introduce 'quality reward payments' to clinical commissioning groups which help to improve the quality of patient care, including reducing health inequalities.
Status	In progress
Update	The NHS Act 2006 gives NHS England power to make payments to Clinical Commissioning Groups (CCGs) to reward for quality improvement. Secondary legislation, providing a framework within which NHS England will operate, came into force in April 2013. NHS England published in December 2012 draft guidance on its operating model for the quality premium; it will publish a final version once the regulations come into force.

Activity	Providers meet basic quality requirements – GP services
Commitment	Clinical commissioning groups will have a duty to seek continuous improvement in the quality of services.
Status	Complete
Update	The framework within which Clinical Commission Groups will operate, came into force in April 2013, with the aim of continuous improvement in the quality of services.

Activity	Minimum standards are enforced by the appropriate inspectors or regulators – GP services
Commitment	From 2013 Care Quality Commission (CQC) will take on the role of inspecting and regulating GP practices
Status	In progress
Update	Registration of GP practices is currently underway. From April 2013, GP practices will have to be registered with CQC and will need to meet 16 safety and quality requirements. CQC is responsible for developing and publishing its assessment methodology. CQC can make unannounced site visits to make direct observations of care at any time. Where a practice is not meeting quality requirements, CQC can take proportionate independent enforcement action, including issuing warning notices, suspending or cancelling registration or prosecuting in a court of law.

Open Public Services 2013  
 NHS primary care (GPs)

Activity	Minimum standards are enforced by the appropriate inspectors or regulators – NHS primary care
Commitment	Following the NHS reforms, minimum standards will also be enforced through Health and Wellbeing Boards. Work on setting out the role of Health and Wellbeing Boards is currently under way.
Status	In progress
Update	<p>From April 2013, Health and Wellbeing Boards, established under the Health and Social Care Act 2012, have been strengthening the democratic legitimacy of commissioning decisions for health and social care services by bringing together key local commissioners along with elected representatives and local patient representatives to carry out functions such as preparation of local health and social care needs assessments and strategies.</p> <p>While Health and Wellbeing Boards will not themselves be responsible for enforcing minimum standards, they will give local people the chance to shape arrangements for services so that they better meet their needs. Separately, local authorities will continue to have health scrutiny functions. Under the Health and Social Care Act 2012, their health scrutiny powers will be extended to cover all providers of NHS and public health services commissioned by NHS England, clinical commissioning groups and local authorities, and they will continue to have referral powers around major service change. Local authorities will also have the flexibility to decide how they choose to exercise their scrutiny functions in future – including continuing to do so through a Health Overview and Scrutiny Committee.</p> <p>All providers of regulated activities have to be registered with Care Quality Commission (CQC) and meet a set of essential requirements of safety and quality. Failure to comply with the requirements is an offence and CQC has a wide range of independent enforcement powers that it can use if the provider is not compliant. CQC can also undertake special reviews and investigations of particular services, looking across providers and commissioners of health and adult social care.</p> <p>This commitment will be reconsidered once this work has progressed.</p>

Open Public Services 2013  
 NHS secondary care

Activity	Meaningful right to choice and control – NHS providers
Commitment	Patients currently have a choice of provider when they are referred by GPs for a first consultant-led outpatient appointment. This is enshrined in the NHS Constitution. The set of choices that patients will have is being expanded, for example, to include the choice of a named consultant-led team when referred to secondary care
Status	In progress
Update	Over 80 per cent of all bookings using Choose and Book are now made to a service listed against a named consultant. The response to <i>Liberating the NHS – No Decision About Me, Without Me</i> consultation has resulted in the extension of choice of provider to Mental Health Services from April 2014.

Activity	Meaningful right to choice and control – NHS treatment
Commitment	The Choose and Book system is a national online platform that enables patients to decide where and when they receive treatment, once referred by their GP. This platform will be used to support our commitment to extending choice, for example the new commitment to give patients a choice of a consultant-led team.
Status	In progress
Update	Government will continue to develop and improve the Choose and Book system to make it simpler, more accessible and more user-friendly. For instance, patients can now book appointments for consultant-led teams. Work is currently underway to ensure that choice of diagnostic testing is available via the Choose and Book system.

Activity	Meaningful right to choice and control – NHS appointments
Commitment	We will encourage the NHS to make both patients and staff aware of patients' right (enshrined in the NHS Constitution) to start consultant-led treatment within 18 weeks of referral or, if this is not possible, for patients to ask the NHS to take all reasonable steps to offer a range of alternative providers.
Status	Complete
Update	<p>During 2012, the Department of Health undertook extensive fieldwork and engagement with a network of NHS commissioners and providers and stakeholders and patients. Based on this work, the Department of Health identified the best ways for the NHS to meet its responsibilities on waiting time rights. These include actions that will lead to:</p> <ul style="list-style-type: none"> <li>• More being done to raise patients' awareness of their NHS Constitution maximum waiting time right and what they can do to pursue this;</li> <li>• NHS commissioners and providers doing more to support patients in pursuing their right;</li> <li>• NHS England being responsible for this further work.</li> </ul> <p>NHS England announced its intentions to make progress in four areas aimed at providing patients and commissioners with the information they need to exercise choice in the 2013/14 planning guidance <a href="#">Everyone Counts: Planning for Patients 2013/14</a> published on 18 December 2012. (See paragraph 2.17)</p>

Open Public Services 2013  
 NHS secondary care

Activity	Funding follows individual choice – NHS hospital treatment
Commitment	Many treatments provided by NHS hospitals are funded through a per-patient tariff system. These tariffs ensure that funding for care follows the patient's choice of hospital.
Status	In progress
Update	The Department of Health is leading on tariff and payment by results arrangements for 2013/14, in consultation with Monitor and NHS England. We are continuing with the managed expansion of the scope of national tariffs and currencies. For adult mental health services we will continue to mandate the use of the cluster currency for contracting and will also publish average cluster costs for local benchmarking purposes. We will also mandate the use of a number of quality and outcome measures. We will complete the transition to a mandatory 'year of care' tariff for cystic fibrosis and will begin the staged introduction of mandatory tariffs for external beam radiotherapy and chemotherapy delivery. We will introduce a new 'pathway payment' system for maternity services.

Activity	Funding follows individual choice – health services
Commitment	We will develop plans for payment by results in order to strengthen the link between payment and quality of care, to encourage greater integration of different health services and to incentivise health authorities to deliver better clinical practice and better results for patients.
Status	In progress
Update	In 2013/14 the Department of Health will further expand the number of best practice tariffs, with the aim of: <ul style="list-style-type: none"> <li>• promoting better management of long term conditions to reduce the risk of avoidable hospital admissions;</li> <li>• delivering care in appropriate settings, with further tariffs set to incentivise day case and outpatient treatments where clinically appropriate;</li> <li>• improving the quality of particular interventions, by linking payment to service accreditation</li> </ul>

Activity	Service users are well informed about the options available – hospital data
Commitment	We will publish annual satisfaction data and complaints data for every hospital.
Status	In progress
Update	Government already publishes results of annual patient experience surveys by trust, allowing patients to compare trusts on a range of issues that matter to patients. Websites allowing patients to submit and view comments and ratings are well established, for example, NHS Choices.  The Friends and Family Test (FFT) will provide more frequent and granular data on patient feedback on a single, simple question, thus allowing patients to make comparisons using more up-to-date data. FFT is being implemented now for acute inpatients and A&E, maternity services by October 2013 and the rest of the NHS as soon as possible. From April 2013 NHS England took on responsibility for this area implementation of FFT.

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 NHS secondary care

Activity	Service users are well informed about the options available – NHS data
Commitment	We will publish further prescribing data by September 2012 and additional health and social care datasets by September 2013
Status	In progress
Update	<p>The Department of Health has already met a number of commitments to publish data, including the use of Choose and Book at GP practice level. The publication of the usage rates of the Choose and Book system continues and highlights those practices that may not promote to patients the choices available to them. More detailed, presentation level, <a href="#">prescribing data at practice level</a>, was released for the first time 28 September 2012. This is updated monthly. In addition, in response to demand from industry and information intermediaries, historical data covering the preceding two years was released in November to allow analysis of prescribing trends. The data is also available through <a href="#">data.gov.uk</a>.</p> <p>In terms of additional health and care datasets, CQC is updating the way in which it publishes information about health and adult social care services on the 'provider profile' pages of its website during the 2013/14 business year. As part of this it will look at what information is made public and how it is displayed to users of the website. The Department of Health will also work with local authorities to develop Local Accounts in adult social care to provide citizens with relevant information in a way that allows comparisons between councils, and support the development of wide, comparable social care metrics.</p> <p>While there is a significant amount of information available on organisations providing health and social care in England, there is no aggregated rating to summarise and compare the performance of organisations or the services provided by them. The Department of Health intends to give the Care Quality Commission the power to conduct ratings at the earliest opportunity. To this end the Secretary of State for Health commissioned the Nuffield Trust to carry out an independent review of whether an aggregate rating of provider performance should be used in health and social care, and if so how best this might be done.</p> <p>In the light of this advice, ratings will be developed and published by the Care Quality Commission, in consultation with Monitor, The NHS Trust Development Authority and NHS England. Ratings will be compiled using both judgement and data to ensure there is a system wide 'single version of the truth.' Award of the bottom category rating in itself will automatically trigger action.</p>

Activity	Service users are well informed about the options available – pressure ulcers
Commitment	We will publish data on pressure ulcers for every NHS organisation. Pressure ulcers have a major impact on quality of life and are a key indicator of the quality of care.
Status	Complete
Update	This is now a routine part of the <a href="#">NHS Safety Thermometer</a> which was part of last year's NHS Outcomes Framework and incentivised by a CQUIN. The data from NHS organisations are submitted to the Information Centre and published monthly.

Open Public Services 2013  
 NHS secondary care

Activity	Service users are well informed about the options available – NHS data
Commitment	As well as making individual datasets available, it is important that we provide clear comparisons of quality between different secondary healthcare providers. Information about the quality of care will be provided as part of the NHS Outcomes Framework 2012/13.
Status	In progress
Update	Government recently published the mandate to NHS England. In this, the Government made it an objective for the NHS to publish outcome data for all major services by 2015, broken down by local clinical commissioning groups (CCGs) where patient numbers are adequate, as well as by those teams and organisations providing care. The NHS Outcomes Framework 2013/14 includes outcome measures relating to patient experience, management of illness and injury (e.g. Patient Reported Outcomes Measures - PROMs), patient safety, preventable mortality, and quality of life for those with long-term conditions. Data for existing indicators is being published on a regular basis by the NHS Information Centre and more work is being done to develop further indicators.

Activity	Service users are well informed about the options available – NHS data
Commitment	There are a number of organisations that raise awareness and support choice in health. These bodies are from both the private sector and the third sector, and use information on quality and satisfaction to support patients making choices about their care. The Department of Health Information Strategy to be published in spring 2012 will explore how the market for information intermediaries can be developed.
Status	In progress
Update	<a href="#">The Department of Health's information strategy</a> , The power of information: Putting all of us in control of the health and care information was published in May 2012. It sets out a ten year framework for transforming information for health and care. This includes a comprehensive online 'portal' that will provide access to the best information on health and care available. While Government will need to provide core information centrally other organisations will be best placed to develop innovative ways to develop and present targeted information for specific purposes and service user groups. The Department will work with the Health and Social Care Information Centre and other bodies such as NHS England, to identify data and bring them together with information intermediaries to develop more accessible ways for people to use this data to inform choices about their care and wellbeing.

Activity	Service users are prompted about the options available – NHS treatment
Commitment	NHS patients should be told about the different options available to them when they are referred for secondary care (e.g. elective hospital care, diagnostics etc.).
Status	In progress
Update	The publication of the usage rates of the Choose and Book system continues and highlights those practices that may not promote to patients the choices available to them

Open Public Services 2013  
 NHS secondary care

Activity	Providers meet basic quality requirements – NHS services
Commitment	All providers must meet essential safety and quality standards set by the Department of Health
Status	Complete
Update	<p>All providers of regulated activities have to be registered with CQC and meet a set of essential requirements of safety and quality. Failure to comply with the requirements is an offence and CQC has a wide range of independent enforcement powers that it can use if the provider is not compliant. CQC can also undertake special reviews and investigations of particular services, looking across providers and commissioners of health and adult social care. There are a number of changes set out in the Department's response to the <i>Mid Staffordshire NHS Foundation Trust Public Inquiry</i> that will improve the effectiveness of regulation by CQC. The key initiatives are:</p> <ul style="list-style-type: none"> <li>• appointment of new Chief Inspectors within CQC;</li> <li>• a revised inspection method, based on an assessment of risk and led by specialist inspection teams;</li> <li>• a new system of ratings that goes beyond compliance with minimum standards and identifies good practice;</li> <li>• a new set of registration requirements based on fewer, simpler fundamental standards;</li> <li>• a new time-limited failure regime for NHS providers that do not provide adequate standards of care.</li> </ul>

Activity	Minimum standards are enforced by the appropriate inspectors or regulators – NHS services
Commitment	Minimum standards are enforced through the inspections and licensing powers of Care Quality Commission (CQC) and by Monitor for NHS foundation trusts. The Government will continue to review and monitor its arm's length bodies, including CQC and Monitor, to assure their current performance and build future capability.
Status	In Progress
Update	<p>The Department of Health undertook a Performance and Capability Review of CQC in late 2011 and published the findings of the review in February 2012. This found that CQC had made significant progress over the previous nine months but also found areas where improvement was necessary.</p> <p>CQC published an action plan setting out how it intends to meet that challenge and has recently consulted on a proposed new strategy, which is focused on engaging providers, commissioners, service users and the public, and developing CQC to become a constantly learning and improving organisation. CQC will be publishing the outcome in due course.</p> <p>The Department continues to assure itself of the performance of its arm's length bodies (ALBs) through regular accountability meetings with Arm's Length Bodies (ALBs) and will agree a pipeline with Cabinet Office for more in-depth reviews of its ALBs.</p> <p>There are a number of changes set out in the Department's response to the <i>Mid Staffordshire NHS Foundation Trust Public Inquiry</i> that will improve the effectiveness of regulation by CQC. The key initiatives are:</p> <ul style="list-style-type: none"> <li>• appointment of new Chief Inspectors within CQC;</li> <li>• a revised inspection method, based on an assessment of risk and led by specialist inspection teams;</li> <li>• a new system of ratings that goes beyond compliance with minimum standards and identifies good practice;</li> <li>• a new set of registration requirements based on fewer, simpler fundamental standards;</li> <li>• a new time-limited failure regime for NHS providers that do not provide adequate standards of care.</li> </ul>

Open Public Services 2013  
 NHS secondary care

Activity	There is a means of redress if an individual does not receive their right to choose – NHS services
Commitment	Locally, it will be the role of the new Health and Wellbeing Boards to ensure that secondary healthcare services meet required standards (including standards on providing choice to patients). Patient representatives will sit on the boards, alongside locally elected members, to ensure that the voices of patients and the general public are heard.
Status	In Progress
Update	<p>From April 2013, Health and Wellbeing Boards, established under the Health and Social Care Act 2012, have been strengthening the democratic legitimacy of commissioning decisions for health and social care services. While Health and Wellbeing Boards will not themselves be responsible for holding service providers to account, they will give local people the chance to shape arrangements for services so that they better meet their needs. Separately, local authorities will continue to have health scrutiny functions. Under the Health and Social Care Act 2012, their health scrutiny powers will be extended to cover all providers of NHS and public health services commissioned by NHS England, clinical commissioning groups and local authorities, and they will continue to have referral powers around major service change. Local authorities will also have the flexibility to decide how they choose to exercise their scrutiny functions in future – including continuing to do so through a Health Overview and Scrutiny Committee.</p> <p>The mechanisms for choice and redress are set out in detail in the Health and Social Care Act. Further details are specified in the Health Choice Frameworks published on NHS Choices website for the public. Choice Frameworks set out the methods of redress that are available for patients if they don't believe they have been offered a choice that they should be entitled to make.</p>

Activity	There is a means of redress if an individual does not receive their right to choose – NHS services
Commitment	We will define the role of the regulatory bodies (Monitor and CQC) and the new Health and Wellbeing Boards, to ensure that suitable redress mechanisms are in place for patients who are denied their right to choose
Status	In Progress
Update	<p>The mechanisms for choice and redress are set out in detail in the Health and Social Care Act. Further details are specified in the Health Choice Frameworks published in 2012 and 2013 on NHS Choices website for the public. Choice Frameworks set out the methods of redress that are available for patients if they don't believe they have been offered a choice that they should be entitled to make.</p> <p>The Department of Health has established an independent review to consider the handling of concerns and complaints raised by patients. It will consider how patients, their carers and families are listened to, how what they say is acted upon, and will identify key components of good practice and how to improve its adoption. It will also look at how complainants can be supported more effectively during the complaints process through, for example, advice, mediation and advocacy</p>

## Social Housing

Activity	Funding follows individual choice – housing benefits
Commitment	As part of the forthcoming Universal Credit, the Government is introducing a single monthly direct payment of benefits to customers from October 2013. This will allow customers to manage their own finances by themselves, some for the first time in their lives.
Status	In progress
Update	<p>Since the Direct Payment Demonstration began last June the findings have been continuously fed into the work on Universal Credit and the support that claimants may need.</p> <p>In addition, Learning Reports are produced every other month based on interviews and informal discussions with key stakeholders and tenants in the Demonstration Project areas as part of the independent evaluation being conducted by the Centre for Regional Economic and Social Research. The first of these Reports, in a series of six, was produced in September 2012. The reports are shared with members of the Demonstration Project Learning Network, an online network for local authorities and housing associations who are interested in the progress of the Demonstration Projects and what is being learned from it.</p> <p>More detailed analysis, in particular an interim report by our external evaluation team, of the emerging issues from the projects, is due to be published in the Spring and a final report is due to be published in the Autumn.</p>

## Chapter 2: Neighbourhood services

It is not always possible or appropriate for power to be devolved to individuals if the service is used by the community collectively. When this is the case, we want, where possible, to give people direct control over neighbourhood services, either by transferring the ownership of those services directly to communities, or by giving neighbourhood groups democratic control over them.

## Neighbourhood services

Activity	Meaningful right to community ownership and control – Community Right to Bid
Commitment	The Government is introducing a Community Right to Bid, which allows important local amenities and buildings to be nominated for listing by the local authority as assets of community value. If these assets are subsequently put on the market, the local community will automatically have an opportunity to express an interest to buy. This will trigger a six-month moratorium on the sale, to allow a community organisation time to put together a business case and bid for the asset.
Status	Complete
Update	The Community Right to Bid has been in effect since September 2012. Over 100 assets have already been listed by local authorities up and down the country. There is a multi-million pound support package in place to help local authorities take forward their plans.

Activity	Meaningful right to community ownership and control – transfer of assets
Commitment	The Government will continue to encourage local authorities to consider transferring assets to community management or ownership as a way of transforming services and rationalising local public assets.
Status	In progress
Update	The Government issued guidance in May 2011 to ensure that local authorities give proper consideration to requests from voluntary and community organisations to compulsorily purchase an asset for which they have a viable plan. The Department for Communities and Local Government is putting in place the support needed to enable communities to buy assets either through the Community Right to Bid or through the asset transfer process.

Activity	Meaningful right to community ownership and control – Community Right to Challenge
Commitment	Under the Community Right to Challenge, voluntary and community groups, parish councils and relevant local authority staff will be able to challenge local authorities to take over the running of local public services.
Status	Complete
Update	The Community Right to Challenge came into effect on 27 June 2012. Community groups are now able to express an interest to run a relevant authority service where they believe they can do so differently and better.

## Neighbourhood services

Activity	Meaningful right to community ownership and control – renewable energy projects
Commitment	The Government will make it easier for communities to develop renewable energy projects to help meet local energy needs and generate a new income stream to support the community.
Status	In progress
Update	The Department for Environment, Food and Rural Affairs (Defra) has appointed WRAP – the Waste and Resources Action Programme – as Fund Administrator for the Rural Community Renewable Energy Fund. Information on how to apply for funding under the Rural Community Renewable Energy Fund can be obtained from WRAP by emailing <a href="mailto:renwables@wrap.org.uk">renwables@wrap.org.uk</a> . The fund will be open to applications from rural communities in England in Spring 2013.

Activity	Meaningful right to community ownership and control – Neighbourhood Councils
Commitment	The Government will make it easier to set up Neighbourhood Councils and explore how they can be helped to play a stronger role in delivering services
Status	In progress
Update	The Government concluded a consultation on making it easier to set up new town and parish councils in January and are currently analysing the responses. A summary of responses to the consultation and the Government's response will be published in Spring 2013.

Activity	Meaningful right to community ownership and control – Neighbourhood Councils
Commitment	The Government will consult on a national framework for local schemes of delegation.
Status	Complete
Update	Having asked the Local Government Association and the National Association of Local Councils to help develop model schemes for Neighbourhood Councils, they published the document 'Modelling Devolution' in January. This set out a range of ways local councils can work with their local authorities to play a greater role in delivering services to local communities.

Activity	Meaningful right to community ownership and control – Neighbourhood Councils
Commitment	The Government will investigate how to make it easier to establish neighbourhood forums and other groups – for example those set up by local people to put together neighbourhood plans under our reforms to the planning system – as Neighbourhood Councils.
Status	Complete
Update	The Department for Communities and Local Government launched a discussion paper outlining a range of proposals for making the establishment of town and parish councils easier and invited responses. The department is now analysing these responses and will publish the outcomes of this consultation.  The consultation on making it easier to set up new town and parish councils included proposals on how neighbourhood forums can more easily form these Councils, if they want to.

## Neighbourhood services

Activity	Meaningful right to community ownership and control – Neighbourhood Council finances
Commitment	The Government will also explore how the financial framework for Neighbourhood Councils can be improved, to ensure that local taxpayers can have confidence that delegation of services represents good value for money.
Status	In progress
Update	The Government has set out proposals for continuing a proportionate local audit regime for smaller local public bodies, including parish councils, as part of publishing the draft local audit bill and accompanying command paper.

Activity	Neighbourhood planning
Commitment	The Government will give every neighbourhood the chance to take charge of planning in its area by producing a neighbourhood plan. Local residents will be given the chance to approve or reject neighbourhood plans in neighbourhood referendums
Status	In progress
Update	The Localism Act introduced powers for parish councils and neighbourhood forums to create neighbourhood plans and Neighbourhood Development Orders. The Act's provisions commenced from April 2012. The Neighbourhood Planning (Referendum) Regulations commenced on 3 August 2012. Over 200 communities have taken up the opportunity to be front-runners trialling neighbourhood planning and developing neighbourhood plans. To date 210 areas have been designed as neighbourhood areas and approximately 510 areas are undertaking neighbourhood planning.

Activity	Neighbourhood planning
Commitment	The Community Right to Build will enable local communities to take forward their own plans for development without the need for a conventional planning application, so long as the majority of residents do not object.
Status	In progress
Update	The Localism Act introduced the Community Right to Build. Provisions commenced in April 2012. The Neighbourhood Planning (Referendum) Regulations set out the procedures for Community Right to Build referenda and commenced in August 2012. A support hub provided by Locality offers advice and support to communities, including providing in depth support to 15 schemes with potential to be early adopters of the process.

## Neighbourhood services

Activity	Notice of funding changes to voluntary, community and social enterprise organisations
Commitment	Local authorities should give at least three months' notice where they intend to reduce or end funding or other support to a voluntary or community organisation. They should also make provision for the organisation or the wider community to put forward alternative options for how the service or project could be continued differently.
Status	Complete
Update	Best Value Statutory Guidance was published in September 2011, setting out 'reasonable expectations' for how local authorities should work with voluntary and community groups and small businesses when facing difficult funding decisions.

Activity	Neighbourhood commissioning – community budgets/commissioning support
Commitment	We will work with two neighbourhoods to enable local residents to play a part in commissioning the service solutions for their priorities, alongside other public bodies. This will give these communities more power to directly shape and control the services that matter to them and will pave the way for other interested areas.
Status	In progress
Update	The 12 Neighbourhood Community Budget (NCB) pilot areas are now starting to implement their operational plans. The Government will be producing a suite of learning and evaluation products, developed collaboratively with the pilots, including a summary of the case for NCBs, practical guides, and case studies. In parallel, the Government is considering how more areas might be encouraged and enabled to develop their own Neighbourhood Community Budgets approaches.

Activity	Neighbourhood commissioning – community commissioning
Commitment	The Government is supporting neighbourhoods in developing community commissioning models, such as Local Integrated Services (LIS).
Status	In progress
Update	The Government is supporting nine local areas in developing LIS approaches to neighbourhood commissioning. Emerging neighbourhood commissioning models and early learning on implementing this service reform will be available for sharing.

## Neighbourhood services

Activity	Neighbourhood involvement – beat meetings
Commitment	The Government is requiring police forces to hold regular neighbourhood beat meetings so that residents can challenge the police on the service they provide using publicly available data on local patterns of crime.
Status	In Progress
Update	<p>The Government is supporting a number of force ‘trailblazer’ projects, to explore how to increase transparency further across crime, policing and justice. These include:</p> <ul style="list-style-type: none"> <li>• Avon and Somerset's <i>TrackMyCrime</i> tool which enables crime victims to track the investigation of their crime online;</li> <li>• West Yorkshire's <i>In the Dock</i> initiative, which shows photos and other details of local offenders, and which has been available (since October 2012) on the Police.uk site and their local force site. The <i>In the Dock</i> initiative will be rolled out to further forces during 2013;</li> <li>• North Yorkshire Police to explore the mapping of CCTV images;</li> <li>• Surrey Police and Partnerships to explore the use of QR codes for crime reporting and community engagement;</li> <li>• Greater Manchester Police to explore system improvements to Stop and Search procedures;</li> <li>• Humberside Probation Trust to provide the public with information on Community Payback and ways in which they can get involved.</li> </ul>

Activity	Devolving Power to Cities through City Deal Process
Commitment	The Government will work closely with individual cities and across all Government departments to agree a series of tailored ‘city deals’.
Status	In Progress
Update	<p>Detailed implementation plans for all deals were agreed and signed by Ministers and Leaders in September 2012. This moved deals from heads of terms agreement to detailed action plans. The content of the ‘city deals’ will reflect the different needs of cities. Every deal aims to: give cities the powers and tools they need to drive local economic growth; unlock projects or initiatives that will boost their economies; and deliver a step change in the governance arrangements.</p> <p>The actions in the implementation plans focus on ensuring the agreement in the City Deals are delivered to meet the commitments. Significant progress has been made since September 2012 and this is already resulting in tangible outputs locally. For the most part, both cities and departments are working effectively and at pace to implement commitments in the deal.</p>

## Chapter 3: Commissioned services

In cases where public services can be effectively commissioned from outside the public sector, the principle of opening public services will switch the default from one where the state provides the service itself to one where the state commissions the service from a range of diverse providers. Commissioning public services in this way - what is known as purchaser/provider split - can bring a number of benefits. For example, it encourages, new innovative providers to compete for contracts, allows payment by results and/or incentives for supporting particular social groups to be built into contracts, and enables services to be split into specialist functions

## Commissioned Services

Activity	Open Commissioning
Commitment	<p>The Government will consult on and introduce an 'open commissioning' policy in a number of specific services. In those areas, commissioners should:</p> <ul style="list-style-type: none"> <li>• consult on and be challenged by potential providers from all sectors on the future shape of services;</li> <li>• seek and fully consider a minimum of three providers, from whichever sector, when they contract for services; and</li> <li>• transparently link payment to results.</li> </ul>
Status	In progress
Update	<p>A wide range of innovative, open commissioning and payment by results contracts have been delivered during 2012/13:</p> <ul style="list-style-type: none"> <li>• The Driver and Vehicle Licensing Agency (DVLA) consultation on simplifying transactional services was completed in March 2012. After analysis of the responses, DVLA announced the first stage of this change in July 2012. By the end of 2013, DVLA will close 39 local offices and regional enforcement offices and will use 4,500 post offices offering front office counter services to carry out assisted digital transactions for customers. The DVLA is also enhancing current digital services and centralising lower volume transactions whilst implementing process improvements as new digital services are being developed.</li> <li>• The Department for Transport has paid auditors a fixed percentage of recoveries on accounts payable transactions and business rebates, and are planning to extend this to telecommunications and energy audits on the same basis. This will ensure that the best tariffs are selected.</li> <li>• The Ministry of Justice completed the first stage of Prison Competition Phase 2 in November 2012. The outcome of the review, announced in November 2012, was to proceed with competitions for four of the original eight prisons (two of the prisons formally clustered during the early stages of the competition). The prisons that remain in the competition will each deliver a working prison and a drug free wing. The contracts are scheduled for award in spring 2013. A further outcome of the Ministerial review was a change in approach to prison competitions. All public sector prisons will be obliged to make additional efficiency savings and the prison service will make collective savings by competing ancillary services, such as maintenance and resettlement services.</li> <li>• Following the change in Ministerial appointments in the department, the Ministry of Justice revisited the proposals for offender management set out in the initial <i>Punishment and Reform: effective probation services</i> consultation and have developed a new proposition. A further consultation paper, <i>Transforming Rehabilitation: a revolution in the way we manage offenders</i>, sought views from stakeholders on a series of proposed reforms to probation to reduce the £1 billion annual cost to the Government, including the introduction of a process of competition to open up the market to a more diverse range of providers.</li> <li>• UK Trade and Investment (UKTI) has introduced incentivisation payment by results clauses into contracts placed with external providers for the delivery of both trade development and inward investment services.</li> <li>• Funding for the Growth Accelerator programme, launched in May 2012 to provide expert business coaching and advice for ambitious SMEs, includes payment by results incentives for the external contractors used which is based on the delivery of growth in the SMEs that they support.</li> <li>• Commissioning for Quality and Innovation (CQUIN) puts a proportion of healthcare providers' revenue at risk, based upon meeting local quality improvement goals. In 2012/13 CQUIN was set at 2.5 per cent, and this is expected to rise to five per cent in 2013/14.</li> <li>• The Health Premium will incentivise local authorities to provide improvement in population health outcomes and reductions in health inequalities. The premium will be paid for non mandated services in 2015/16. The Health Premium Incentive Advisory</li> </ul>

## Commissioned Services

<p>Update (continued)</p>	<p>Group (HPIAG) has recently been set up and will hold its first meeting in early April.</p> <ul style="list-style-type: none"> <li>• The Department for International Development (DFID) is piloting a range of payment by results approaches, testing payment by results to understand the circumstances under which it works best. The Department is financing twelve live payment by results programmes and pilots in overseas development, spanning health, education, environment and economic sectors, in more than seven countries. In addition, the department has identified substantial potential payment by results activity across a range of sectors, types of intervention and countries. These interventions will need to be thoroughly appraised prior to a decision on whether or not to take them forward. By March 2014, DFID will articulate a payment by results strategy informed by pilots and emerging international evidence.</li> <li>• The UK Border Agency (UKBA) introduced elements of payment by results into a range of outsourced contracts and the Home Office is examining opportunities to develop payment by results further over the medium term when contracts are renewed.</li> <li>• UKBA entered into a contract with Capita to deliver contract management and case work services to contact the estimated 170,000 individuals who have been refused an application for leave to remain, and encourage them to return home voluntarily. The payment mechanism for this is based on payments by outcomes.</li> <li>• In 2012/13 academic year the Skills Funding Agency (a partner organisation of the Department of Business Innovation and Skills) is piloting the use of payment by results in its funding of training delivered to unemployed learners. The Skills Funding Statement 2012-2015 (December 2012) confirmed that this will continue in 2013/14.</li> <li>• The Skills Funding Agency, Department for Work and Pensions and The Ministry of Justice jointly commissioned £154 million of skills and employability provision for offenders. For the first time, payments were based on learner participation and qualification, rather than the number of teaching hours delivered. In 2013/14 commissioning will be focused more towards offender employment outcomes on release.</li> </ul>
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## Commissioned Services

Activity	Open commissioning
Commitment	The Government will look at instances in which the separation of purchasers from providers makes sense as a means of encouraging innovation and diversity of provision.
Status	In progress
Update	The Ministry of Justice's work to transform rehabilitation falls under this general area, as outlined in the recent Ministry of Justice consultation paper, <i>Transforming Rehabilitation – a revolution in the way we manage offenders</i> and is covered in detail in the updates for other specific commitments.

Activity	Open commissioning – payment by results – the Work Programme
Commitment	The Work Programme will provide personalised back-to-work support for people who are not working and are at risk of long-term unemployment. This support will be delivered by a range of independent providers. Payments to these providers for employment outcomes will be based primarily on the results they achieve, for example how many people they help to get a new job.
Status	In progress
Update	The Work Programme (WP) was set up in June 2011 on a payment by results basis. It is an employment support programme for the long-term unemployed, or those who are most at risk of becoming so, and by July 2012 it had helped 31,000 people into work for six months, or three months for harder to help groups. Whilst performance built up more slowly than expected, the programme is getting people off benefits and into work. Government is driving all providers to improve their performance and service delivery. In November 2012, the Government issued formal contract letters to those providers who it deemed were not delivering to the agreed standards. Providers are expected to improve and those who fail to do so will continue to have action taken against them in line with contracts which can ultimately lead to contract termination. The Work Programme also has competition built into its live running – there are at least two providers in each contract package area and in future providers that are more successful will have more claimants referred to them.

Activity	Open commissioning – payment by results – other services
Commitment	The Government will look at extending the Work Programme's approach to other services
Status	In progress
Update	From March 2012 the Day One Initiative has seen over 25,000 prison leavers who claim Jobseeker's Allowance referred to the Work Programme immediately on release.  In September 2012 the Ministry of Justice introduced a pilot in two areas, paying Work Programme providers for employment and reducing re-offending outcomes. The pilot is being run in Wales; and Coventry, Staffs, Warwickshire and The Marches.

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Activity	Open commissioning – payment by results
Commitment	We will launch at least six new projects to reduce re-offending, delivered on a payment by results basis
Status	In progress
Update	<p>July 2012 marked the end of the first year of the local justice reinvestment pilots in Greater Manchester and London. An evaluation published in November, identified that four of the six pilots were successful enough to generate success payments. These pilots will end in July 2013, with the final evaluation report being produced by Spring 2014.</p> <p>Prison-based pilots:</p> <ul style="list-style-type: none"> <li>• In November 2012, The Ministry of Justice published a process evaluation of the pilot at HMP Doncaster. This has provided some early learning on the implementation of payment by results (PbR) pilots. A further evaluation will be produced during 2014.</li> <li>• Following further consideration of the strategic direction of payment by results, plans to launch a PbR pilot at HMP Leeds were discontinued.</li> <li>• The HMP Peterborough Social Impact Bond pilot is currently underway and further evaluations will be produced during 2014.</li> </ul> <p>Employment and re-offending pilots:</p> <ul style="list-style-type: none"> <li>• Two community pilots started live operation in September 2012 in Wales and Staffordshire and West Midlands Probation Trusts.</li> <li>• Youth and drugs pilots are also running under the management of The Ministry of Justice and the Youth Justice Board.</li> </ul> <p>In November 2012, the Secretary of State for Justice reviewed the pilots to establish their fit with the strategic direction for the roll-out of payment by results and the wider reform of probation. It was concluded that further pilots under development within the programme would be stopped. These included the two community pilots, the payment by results pilot at HMP Leeds and the Innovation Pilot Fund. The early work to set up these pilots and the lessons learnt to date from the programme have been fed into fresh proposals to extend payment by results to reoffending provision in the community, as outlined in the recent Ministry of Justice consultation paper, <i>Transforming Rehabilitation – a revolution in the way we manage offenders</i>.</p> <p>In April 2013 the Justice Data Lab was launched. Organisations working to rehabilitate offenders can now access central re-offending data through the Justice Data Lab. This data will provide vital information to these organisations to help them assess the impact of their work on reducing re-offending and design more effective interventions. Through sharing this information, the Justice Data Lab will enable organisations from all sectors to compete for payment by results contracts on a level playing field.</p>

## Commissioned Services

Activity	Open commissioning – payment by results – the criminal justice system
Commitment	The principles of payment by results will be applied nationally throughout the criminal justice system by 2015.
Status	In progress
Update	<p>The consultation paper <i>Transforming Rehabilitation – a revolution in the way we manage offenders</i>, was published in January 2013, setting out how the Government intends to extend payment by results across the provision of rehabilitative offender services in the community by 2015:</p> <p>“The majority of rehabilitative and punitive services in the community will be opened up to a diverse market of providers. We currently spend around £1 billion on delivering these services. Through competition and payment by results, we will introduce more efficient and effective services, specifically targeting a significant reduction in reoffending rates. This will deliver a tough but intelligent justice system, aligning proper punishments with an integrated programme of support to help offenders reform.”</p> <p>The Government published its <a href="#">response to the consultation</a> in May 2013, confirming a suite of reforms including “new payment incentives for market providers to focus relentlessly on reforming offenders, giving providers flexibility to do what works and freedom from bureaucracy, but only paying them in full for real reductions in reoffending”, collaboration between Ministry of Justice and the Mutuals Support Programme in Cabinet Office and support a package for the voluntary sector to “open up the market to a diverse range of new rehabilitation providers, so that we get the best out of the public, voluntary and private sectors, at the local as well as national level”.</p>

Activity	Open commissioning – payment by results
Commitment	Local payment by results models will be implemented in eight drug recovery pilot areas (some of which also include alcohol).
Status	In progress
Update	<p>In April 2012, following a 12 month co-design process, eight bespoke drug recovery pilots went live (Bracknell Forest, Enfield, West Kent, Lincolnshire, Oxfordshire, Stockport, Wakefield and Wigan). The pilots are testing if commissioning through payment by results will improve recovery outcomes in drug and alcohol services. The pilots are using nationally agreed outcome measures and are being independently evaluated by a team led by the University of Manchester. The Department of Health is supporting local use of payment-by-results commissioning by running a number of conferences and workshops for commissioners and providers interested in a payment by results approach. Since April 2013, ownership of and commissioning for drug and alcohol treatment sits with local authorities. Based on the findings from these pilots, the Home Office will support Police and Crime Commissioners who wish to commission through payment by results by giving access to anonymised data from the Police National Computer to allow offending outcomes to be measured and providing limited analytical support to local areas wishing to develop outcomes-based approaches.</p> <p>DWP also launched two Work Programme pilots in April 2013. Working with Local Authority Commissioners, Work Programme Prime Providers, and drug and alcohol treatment providers, with support from the Department of Health and the National Treatment Agency (now part of Public Health England) they developed the Recovery and Employment Pilot which will test whether closer working between Work Programme providers and locally commissioned services improves job outcomes for people with drug and alcohol dependency, within existing funding, and the Recovery Works Pilot will test whether paying a higher Work Programme job outcome payment can improve employment results for people with drug and alcohol dependency.</p>

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Activity	Open commissioning – payment by results – Sure Start children’s centres
Commitment	The Foundation Years policy statements will trial arrangements to pay Sure Start children’s centres in part for the results they achieve.
Status	In progress
Update	The Department for Education has piloted paying 27 local authorities, who in turn pay providers by results based around outcomes in the Core Purpose for Children’s Centres. Approximately £5.5 million was spent on the programme in 2012/13. A lot of positive learning has come out through the trial so far, including local authorities identifying the benefits in focussing on outcomes and the need for good quality data. The Department for Education have no plans to roll out payment by results for children’s centres at a national level after the trial ends, but a number of local authorities have expressed a desire to run schemes with their local centres where appropriate.

Activity	Open commissioning – payment by results – Supporting People housing services
Commitment	Ten local authorities will test out a range of new payment by results models for Supporting People housing services for vulnerable adults.
Status	In progress
Update	The Department for Communities and Local Government are working with local authorities and partners to test different models until 2013. We will evaluate the various approaches and report in Spring 2014. The pilots cover a range of client groups including a private rented sector hostel diversion and move on project, a support service to help people maintain long-term tenancies and accommodation based and floating support for people with mental health problems.

Activity	Open commissioning – extending commissioning approaches
Commitment	The Government welcomes views on the potential to extend commissioning approaches in the area of court and tribunal administration.
Status	In progress
Update	The Government continues to consider options for greater use of competition and extending commissioning approaches to HM Courts and Tribunals Service.

Activity	Open commissioning – extending commissioning approaches
Commitment	The Government welcomes views on the potential to extend commissioning approaches in the area of payment processing.
Status	Not yet started
Update	

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Activity	Open commissioning – extending commissioning approaches
Commitment	The Government welcomes views on the potential to extend commissioning approaches in the area of prevention, detection and investigation of fraud.
Status	In progress
Update	The Government is planning a small scale trial, over a short period of time, to explore delivering additional Tax Credit error and fraud interventions through a private sector partner.

Activity	Open commissioning – extending commissioning approaches
Commitment	The Government welcomes views on the potential to extend commissioning approaches in the area of debt management and enforcement services.
Status	In progress
Update	The Government will implement new welfare reform powers to utilise Direct Earnings Adjustments (DEA) and this will have an impact upon the debt services commissioned from suppliers in the future. A DEA Pilot commenced in April 2013, where we will understand the impact better during our initial trial period but are still committed to using suppliers at the most appropriate point within our debt process to gain value for money. DWP is performing a market landscaping/insight exercise with a range of external organisations. This will inform future debt collection model, requirements for contracted services and contracting strategy that will be deployed by DWP in collaboration with the Government Procurement Service (GPS). The Department of Work and Pensions (DWP) Debt Control team is also working with Government Procurement Service to develop a new cross-Government debt recovery services framework contract that will enable delivery of both Departmental and pan-Government business requirements. DWP is also working with external partners to review its approach to contact and payment channel utilisation in line with the 'One DWP' vision and the Government's digitalisation agenda.

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Activity	Open commissioning – extending commissioning approaches
Commitment	The Government welcomes views on the potential to extend commissioning approaches in the area of identity-related services.
Status	In progress
Update	<p>The Identity Assurance (IDA) Programme was established in 2011. The strategic objectives for the Programme are as follows:</p> <ul style="list-style-type: none"> <li>• To build a cross-Government standards based technology platform for IDA</li> <li>• To create a secure IDA ecosystem supported by an open market of private sector identity services</li> <li>• To accelerate the adoption of the IDA services across the public sector</li> </ul> <p>The key achievements of the Programme to date are as follows:</p> <ul style="list-style-type: none"> <li>• IDA has developed a prototype IDA hub, for the purposes of ‘sandboxing’ and testing proposed IDA solutions with departments and private sector identity providers. IDA hubs are an essential design feature of the IDA ecosystem, as they provide the technical means for enforcing privacy rules and coordinate the authentication process between the user and Government Departments.</li> <li>• Working with Department for Work and Pensions, the IDA Programme has established the first cross-Government framework for the delivery of IDA services by the private sector. The framework is currently being introduced to the Cabinet Office/Government Procurement Service (from DWP), so it is best placed to meet the needs of all departments and agencies.</li> <li>• IDA has become a key component in the Cabinet Office spending controls process by shaping the Official Journal of the European Union (OJEU), pre qualification questionnaires, (PQQ) and Invitation to tender (ITT) for the IDA component of DWP’s Universal Credit and the Prior Information Notice and Briefing Pack for HMRC’s pre-procurement IDA market engagement.</li> <li>• The Programme has published three Good Practice Guides which were developed collaboratively with departments, the private sector and the UK national technical authority for information assurance (CESG) to ensure that the business, technical and security demands across the sectors can be met.</li> </ul>

Activity	Open commissioning – extending commissioning approaches
Commitment	The Government welcomes views on the potential to extend commissioning approaches in the area of land and property information services.
Status	In progress
Update	Land Registry has released additional free data showing all price paid information on residential properties. All businesses and users will have access to the data from the website, on an open Government licence, which makes it possible for them to re use the data commercially. It is presented to customers in a usable format and will be updated monthly. Land Registry will continue to develop additional data services requested by customers including the enhancement of their new electronic document registration service which allows some Land Registration transactions to be handled electronically. Land Registry will also review their Find a Property Service by autumn 2013, which is used mainly by citizens.

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Activity	Open commissioning – extending commissioning approaches
Commitment	The Government welcomes views on the potential to extend commissioning approaches in the area of customer contact services.
Status	In progress
Update	<p>The small scale trial of the private sector suppliers taking Tax Credit calls that started in February 2012 ended in February 2013. The results of the trial are now being evaluated.</p> <p>Local authorities have developed a wide range of approaches to commissioning local services. For example, Selby District Council undertook a radical organisational restructure; moving from being a service provider to being an entirely “commissioning council”. Council employees were transferred to a separate new arms-length company called <i>Access Selby</i>, leaving just a ‘core’ of 14 employees working for the council.</p>

Activity	Open commissioning – extending commissioning approaches
Commitment	The Government welcomes views on the potential to extend commissioning approaches in the area of back-office functions for prosecutors.
Status	In progress
Update	<p>In partnership with the police, courts and the National Offender Management Service, the Crown Prosecution Service has initiated a transformational programme to introduce digital ways of working across the criminal justice system. This work is a key strand of the Criminal Justice System (CJS) Efficiency Programme. By the end of 2012 substantial progress has been made by all parts of the CJS:</p> <ul style="list-style-type: none"> <li>• Digital case files were received from the great majority of police forces;</li> <li>• Mobile devices had been issued to all prosecutors who were routinely presenting cases digitally in the magistrates’ courts;</li> <li>• Witness Care Units were fully digital and all paper files replaced.</li> </ul> <p>Digital working has become the norm for most cases.</p>

Activity	Open commissioning – extending commissioning approaches
Commitment	The Government welcomes views on the potential to extend commissioning approaches in the area of immigration and visa administration.
Status	In progress
Update	<p>The UK Border Agency (UKBA) introduced elements of payment by results into a range of outsourced contracts and the Home Office is examining opportunities to develop payment by results further over the medium term when contracts are renewed. In addition, UKBA entered into a contract with Capita to deliver contract management and case work services to contact the estimated 170,000 individuals who have been refused an application for leave to remain, and encourage them to return home voluntarily. The payment mechanism for this is based on payments by outcomes. Following the Home Secretary’s announcement on 26 March about the future of UK Border Agency, the Government will be considering outsourcing candidates for inclusion in a Home Office (formerly UK Border Agency) commercial plan.</p>

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Activity	Open commissioning – extending commissioning approaches
Commitment	The Government welcomes views on the potential to extend funding options for commissioning approaches.
Status	New commitment – In progress
Update	<p>The Government is conducting a small scale trial, placing Tax Credit debt with debt collection agencies, will also look at legal, accounting and operational constraints, which inhibit payment from receipts. The agencies will be paid in accordance with the amount that they successfully recover.</p> <p>The Cabinet Office will continue to work closely with HM Treasury, HM Revenue and Customs and other departments to look at options for extending this approach to establish a flexible funding mechanism to enable improved recovery of aged, remitted and written off debts to reduce government losses.</p>

Activity	Better commissioning and innovation – accreditation
Commitment	The Government will consult on how to establish credible accreditation bodies for public services mirroring the effective work of the National Institute for Health and Clinical Excellence in the health sector.
Status	In progress
Update	The creation of a What Works network was announced by the Chief Secretary to the Treasury and the Minister for Government Policy in March 2013. The network consists of two existing bodies (National Institute for Health and Clinical Excellence and Education Endowment Foundation) and will be joined by four new independent What Works centres in local economic growth, active and independent ageing, early intervention and crime reduction. The centres will collate, synthesise, rank the evidence on what works in each policy area and disseminate findings to enable local practitioners to make informed decisions in public service commissioning.

Activity	Better commissioning and innovation
Commitment	We will create an annual prize for innovation in public services
Status	In progress
Update	Local authorities, along with individuals, community groups, charities, social enterprises, mutuals and private businesses are recognised by the Prime Minister for work that demonstrates the Big Society. The Big Society Awards have been created to recognise and celebrate exceptional work in communities and people going above and beyond to make things better for others. A local authority would be recognised where they have led the way in partnership working with a private sector or civil society organisation in support of local solutions; where they have encouraged employees to give time and money; and where they engage with local people and involving them in decisions in ways that go beyond normal consultations.

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Activity	Locally commissioned services
Commitment	The Government will consult on how to go further in opening up locally commissioned services in customer contact, planning, property and facilities management, back-office transactional services, family support, support for looked-after children, trading standards and environmental services, and housing management.
Status	In progress
Update	A free e-learning resource is in development which will be available to all local commissioners in due course.

Activity	Democratic decentralisation – police and crime commissioners
Commitment	The Police Reform and Social Responsibility Act 2011 introduced directly elected police and crime commissioners who are responsible for the performance of the police force.
Status	Complete
Update	In the first ever elections, 41 new police and crime commissioners have been elected across England and Wales to give the public a say when it comes to cutting crime in their area.

Activity	Democratic decentralisation – elected city mayors
Commitment	The Localism Act 2011 provides for the creation, with confirmatory referendums, of directly elected city mayors in England's largest cities. The Government will also consider making it easier for other cities to take up the option of city mayors.
Status	In progress
Update	<p>Mayoral referendums were held in May 2012. Following the election of the Mayor of Bristol in November 2012, three of our largest cities – Bristol, Liverpool Leicester – now have city mayors alongside London. The Government will continue to devolve powers with the mayors themselves having an important role in the process.</p> <p>In addition, the establishment of a Mayors Cabinet will provide city mayors with a route to the heart of Government and provide a forum to exchange ideas and represent the interests of their city.</p> <p>The Localism Act makes it easier for councils to resolve to change their governance arrangements through the removal of permitted resolution periods – to having an elected mayor, for example. Government is also reviewing the petition threshold to ensure that this is not a barrier for local people in petitioning their council for a referendum on mayoral form of governance.</p>

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Activity	Democratic decentralisation – local TV markets
Commitment	The Government will introduce a new framework that will create a new local TV market with the aim of boosting democratic engagement and local accountability.
Status	In progress
Update	<p>In January 2013 Ofcom awarded the multiplex operator licence to Commex. The multiplex operator will be responsible for building and maintaining the technical infrastructure required to broadcast the 19 local TV services, the first of which were licensed by Ofcom in March 2013. The multiplex operator is in discussions with the BBC on funding agreement for multiplex build and with licensees on development and roll out of service. By May 2013, the multiplex operator will have identified a further 28 areas suitable for local TV coverage, following which Ofcom will seek expressions of interest from potential operators in these additional locations.</p> <p>The first local TV services could commence broadcasting in Spring 2014.</p>

Activity	Democratic decentralisation – spending data
Commitment	The Government will also consider widening the scope of services currently required to publish their spending items to cover other public agencies working at a local level.
Status	Complete
Update	There is no intention to increase the scope of bodies required to publish their spending. The guidance states that all central Government bodies and local Government should be publishing spend at £25k and £500 respectively. Those bodies exempt from the guidance such as agencies and devolved administrations are advised to follow the guidance as good practice, but due to the nature of their relationships with central Government are not mandated.

Activity	Democratic decentralisation – commissioning powers
Commitment	The Government will consult about the potential to decentralise commissioning power in a range of services where there is a clear case for improving value for money. These are likely to include natural environment support, public transport support, skills, and services for families with multiple problems
Status	In progress
Update	<p>The Department for Transport published its final proposals on devolving Local Authority Major Transport Projects funding in September 2012. Since then, the boundaries of most of the new Local Transport Bodies (LTBs) have been confirmed and indicative funding figures have been provided for LTBs. Following the publication of guidance by the Department for Transport, LTBs have now submitted their assurance frameworks to the Department for consideration and will publish provisional scheme lists by July. The new devolved system is due to commence in 2015.</p> <p>The Government has accepted the recommendation made by Lord Heseltine, in his No Stone Unturned report to create a Single Local Growth Fund that would include this funding and will bring together the key economic levers of skills, housing and transport funding at a local level. In order to maintain momentum and ensure a seamless transition, the Government has confirmed that current work on major schemes devolution should continue as planned. The Government will provide more details of how the Single Local Growth fund will work at the time of the Spending Round announcement in June 2013.</p>

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Activity	Democratic decentralisation
Commitment	The Government will seriously consider credible proposals from local areas to do things differently.
Status	In progress
Update	<p>The Community Right to Challenge came into effect in June 2012. Voluntary and community groups, charities, parish councils and relevant authority staff are now able to challenge to take over the running of local public services using this new right introduced in the Localism Act.</p> <p>Since its launch in July 2012 to the end of January 2013, the Community Rights Support Programme Advice Service has received 1,251 enquiries on Right to Challenge. Grants worth £360,759 have been awarded to grantees from the Challenge Programme and 93 organisations have been referred on for more specialist advice and support to help them develop their proposals.</p> <p>Since the Assets of Community Value Scheme came into force in September 2012 the Community Rights Support Programme has received approaching 2,000 enquiries on the Right to Bid. At least 252 assets have been listed at February 2012, 42 groups have received specialist support for the period to February 2012 and £1,721,970 has been awarded.</p>

Activity	Devolving power – local government revenue grants
Commitment	Ring-fencing of local government revenue grants will end from 2011/12, except for the simplified schools grants and the new public health grant.
Status	In progress
Update	From April 2013, the Government has reformed the way in which local government is funded through the introduction of the business rates retention scheme. A number of unring-fenced local government grants including the Early Intervention Grant and the Learning Disability and Health Reform Grant have been rolled into the local share.

Activity	Devolving power – Community Infrastructure Levy
Commitment	Local authorities and neighbourhoods will be able to use the new Community Infrastructure Levy to raise funds for development in their area.
Status	In progress
Update	The Government introduced regulations in April 2013 to require local authorities to pass on 25 per cent of Community Infrastructure Levy receipts, if a Neighbourhood Plan is in place, to parish or community councils or 15 per cent if a plan is not in place. Where there is not a parish or town council, communities will be consulted on how these funds are spent.

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Activity	Devolving power – local public health system
Commitment	A new local public health system will give local authorities funding (weighted to take account of inequalities, i.e. the problems and needs of local people) to deliver local public health services. Health and Wellbeing Boards will remove divisions between the NHS and local authorities and give communities greater say in the services needed to provide care for local people
Status	In progress
Update	<p>The new local public health system began operating from April 2013.</p> <p>This year the NHS Leadership Academy and the Local Government Association have worked together to provide focused leadership development support to 62 Health and Wellbeing Boards. In addition, Boards have had the opportunity to participate in Action Learning Sets, attend two National Learning events and join regional Chairs networks.</p> <p>Having consulted with Boards about the support they would value in 2013/4 the Government has shaped a programme that will offer support to lead across systems using shared leadership principles. We have commenced work with eight communities to develop an approach to system leadership that can be shared with others and deployed at scale</p>

Activity	Devolving power – Troubled Families (previously ‘families with multiple problems’)
Commitment	Sixteen pilot community budget projects for families with multiple problems are now in place. We will be extending this approach to many more local areas that want to help families with multiple problems, as well as other local priorities.
Status	In progress
Update	Progress has been rapid since the establishment of the Troubled Families team in November 2011. All 152 upper tier local authorities are committed to working on the programme. The programme is on course to meet its original target of helping 120,000 troubled families by the end of this Parliament. Information received from all areas shows that good progress is being made in identifying and working with families. The Government will shortly be agreeing with local authorities the numbers of families they will work with in the second year of the programme, 2013/14.

Activity	Devolving power – community budgets
Commitment	We will also explore how a community budget can be developed for all funding for local public services in a local area, including giving neighbourhoods more influence
Status	In progress
Update	Phase Two of the Local Government Resource Review is scheduled to end by April 2013. Four ‘whole place’ Community Budget pilots presented 25 concrete and radical proposals for public service reform to Government in October 2012. Budget 2013 announced a new multi-agency network to support the four pilots implement their proposals and help new areas develop reforms.

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Activity	Fair access
Commitment	Providers of public services will be required to publish data about the different social groups that use their service, in order to make sure that access to that service is fair and equal for everyone.
Status	In progress
Update	<p>The Department for Education publishes comparative information on the performance of pupils eligible for Free School Meals (FSM) and non-FSM children. Since 2011 the school Performance Tables have included a comparison of the relative performance of FSM and non-FSM pupils on narrowing the gap. This enables parents to judge how well a school supports the achievement of disadvantaged pupils against the floor standard elements and how that changes over time. These tables are published on the <a href="#">DfE website</a>.</p> <p>The Department for Education has recently launched a consultation on how to improve the accountability measures for secondary schools in England, which closes in May, which includes consulting on whether to provide further information about the performance of disadvantaged pupils, beyond what currently appears in the Performance Tables.</p> <p>The Adult Social Care, NHS and Public Health Outcomes Framework provide a comprehensive view of outcomes achieved by people who use health and care services. Many of the indicators can be broken down by client group and equality characteristic where the data permits. The frameworks support greater transparency on equality both locally and nationally, and will support local and national action to identify instances of discrimination and opportunities to advance equality.</p>

Activity	Government transparency
Commitment	The transparency section of Government business plans will include key input and impact indicators which the public can use to judge whether or not public service reforms are improving the availability and quality of public services.
Status	Complete
Update	The refresh of Business Plans in May 2012 featured input indicators and details of additional data published by each department and the plans for 2013/14 will continue to feature these.

Activity	Government transparency – central Government contracts
Commitment	All central Government contracts and tender documents over £10,000 will be available through the Contracts Finder website. We will encourage the wider public sector to use the Contracts Finder system wherever possible or appropriate.
Status	In progress
Update	To ensure that all the Government departments and bodies which should publish their procurement arrangements on Contracts Finder are doing so, compliance has been monitored monthly and published on the Cabinet Office website. At the end of December 2012, all but two departments had reported full compliance. The two remaining departments are making good progress. Reporting has been reduced to quarterly reports.

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Activity	Government transparency – Public Data Corporation
Commitment	We plan to create a Public Data Corporation, bringing together Government bodies to provide an unprecedented level of easily accessible public information.
Status	Complete
Update	The <a href="#">Data Strategy Board</a> (DSB) held its inaugural meeting in July 2012. The DSB's remit is to create maximum value, for businesses and people across the UK, from data held by the Public Data Group (PDG) members (Ordnance Survey, Met Office, Land Registry and Companies House) and beyond. The PDG and DSB replaced the previous proposal for a Public Data Corporation, in order to split the provider of data and customer functions. In addition, the Cabinet Office set up the <a href="#">Open Data Users Group</a> (ODUG) to support the work of the new Data Strategy Board (DSB). The ODUG will advise the DSB on public sector data that should be prioritised for release as open data, to the benefit of the UK.

Activity	Government transparency – quality of data
Commitment	The Government will take steps to improve the quality of data already being published and ensure that it is updated on a regular basis.
Status	In progress
Update	<p>In 2012, the Public Sector Transparency Board approved 14 Public Data Standards that have been designed to improve the quality and availability of data released by the UK Government. These Public Data Standards were published in the Open Data White Paper in June 2012. From December 2012, the Cabinet Office laid the first written ministerial statement in Parliament, a statement that provides a detailed account of departmental progress against the standards. This is a quarterly publication.</p> <p>As part of the Open Data White Paper, Departments also produced individual Open Data Strategies that were a forward plan of work to be undertaken on, not just publishing data, but also building their capacity and capability to produce high quality and timely data that is available in the most open and reusable format. A summary of these strategies were include in departmental business plans 2012-2015, emphasising the importance placed on this agenda.</p> <p>Departments will be updating their Open Data Strategies during 2013 and are currently updating the summaries as part of the 2013 Business Plan exercise.</p>

Activity	Government transparency – spending data
Commitment	All Government spending data will include plain English descriptions explaining the scope and purpose of every transaction from September 2011. All Government departments began publishing plain English descriptions from September 2011.
Status	Complete
Update	Government departments have made sufficient improvements to increase the understanding of their data through the use of plain English descriptions. However departments have rigid reporting systems that make it difficult to follow the Treasury guidance exactly. This should be eradicated over time as departments replace current systems.

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Activity	Government transparency – Government data action plans
Commitment	Every Government department will produce an action plan for improving the quality of its data and making it easier to compare.
Status	In progress
Update	<p>Open Data Strategies were first published in June 2012 by 17 Departments setting out an unprecedented release of new data that will be published over the following two years.</p> <p>The Open Data Strategies put openness deep in the delivery of frontline Government services, such as health, education, criminal justice, and transport. They also start to challenge the way Government traditionally operates, bringing openness to areas where transparency might not – at first glance – seem to be a relevant or suitable instrument, such as the Foreign and Commonwealth Office or Ministry of Defence. Focussed around three types of data, ‘big data’, ‘midata’ (secure individual access to personal data) and customer feedback data, high profile data releases include:</p> <ul style="list-style-type: none"> <li>• The Home Office plans to increase the range of information about their activities and performance which is available to the public;</li> <li>• The Cabinet Office will increase transparency on grant funding by publishing data on which organisations receive public money from civil society programmes; and,</li> <li>• The Department for Work and Pensions will release statistics on job outcomes and sustainment payments of the Work Programme from Autumn 2012.</li> </ul> <p>For more information see <a href="http://data.gov.uk">data.gov.uk</a>.</p>

Activity	Government transparency – unique reference indicators
Commitment	Unique reference indicators are being introduced by the Department for Business, Innovation and Skills and HM Revenue and Customs, from December 2011.
Status	Complete
Update	Companies House released a free bulk data product in June 2012 which provides a snapshot of company data on a monthly basis. In order to make the most of this, Companies House introduced unique reference indicators for all companies on their register.

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Activity	Government transparency – crime data
Commitment	From May 2012, the national crime mapping website, <a href="http://www.police.uk">www.police.uk</a> , will make information available to the public about crimes which occur on local streets, for example what crimes have occurred and whether or not the perpetrator has been prosecuted.
Status	Complete
Update	<p>Police.uk has had nearly 550 million hits since it launched in January 2011 and several additional data sets have been added during 2012/13:</p> <ul style="list-style-type: none"> <li>• From May 2012, it has been possible to track not just crimes but also justice outcomes on the police.uk website. Using this, members of the public can access street level crime data and follow the progress of the case to see what action the police took and, where applicable, what the court outcome was;</li> <li>• From December 2012, crime and anti-social behaviour data for the Police Service for Northern Ireland (PSNI) was included on the site and work is ongoing to expand the data and information available;</li> <li>• From January 2013 users have been able to 'draw their own area' and see summary crime and outcomes data for areas of interest as well as initial information about Police and Crime Commissioners (PCCs). During 2013, further information about PCC finances and staffing and details about their public meetings and engagement events will be added.</li> </ul> <p>The Home Office is supporting a number of force, partnership and criminal justice 'trailblazer' projects, to explore how to increase transparency further across crime, policing and justice.</p>

Activity	Government transparency – transport
Commitment	More data on rail companies' performance and customer satisfaction will be put online to show which operators are best meeting customer needs.
Status	In progress
Update	The process of releasing and publishing more train performance data is on-going. Highlights during 2012 included the publication of data on right-time punctuality (rather than within five or ten minutes) and also the release of real-time train running data by Network Rail.

Activity	Government transparency – transport
Commitment	Over the next year, the Department for Transport will deliver data on current and future roadworks on the Strategic Road Network and, subject to consultation, extend this during 2012 to local authority street works registers maintained under statute.
Status	Completed
Update	The Highways Agency has progressively released data and access to services such as CCTV cameras. In addition, roadworks data has been released for the Strategic Road Network (SRN) in association with ELGIN (roadworks portal) for most English local authorities, and finally, a definitive database of all local authorities and how their data can now be accessed.

## Commissioned Services

Activity	Government transparency – transport
Commitment	The Office of Rail Regulation is to increase the amount of data published relating to service performance and complaints by May 2012.
Status	Completed
Update	The Office of Rail Regulation has steadily increased the data released on its own website, including about train operator financial performance and train service performance below whole train operator level.

Activity	Government transparency – transport
Commitment	Association of Train Operators to release the fares database covering rail fares across the National Rail Network.
Status	New commitment - In progress
Update	The full fares database was released in February 2013 and has already created considerable interest.

Activity	Government transparency – transport
Commitment	The Civil Aviation Act widens the scope and responsibility of the Civil Aviation Authority to include passenger experience of airports and airlines.
Status	New commitment - In progress
Update	The Civil Aviation Act received Royal Assent in late 2012 and Department for Transport will now work with the Civil Aviation Authority to define the areas of data covered by the new powers with a target of releasing the first of the new data sets by the end of 2013.

Activity	Providers held to account – information disclosure
Commitment	The contracts which commissioners have with service providers should allow them to require (from those providers) and publish information about service performance, quality and value for money.
Status	In progress
Update	Government has taken steps to tackle the past poor performance of suppliers bidding for future contracts, set out in Procurement Policy Note 8/12. Under the policy, suppliers must provide certificates of performance from current clients as part of the selection process, and can be excluded if they fail to meet minimum standards of reliability set by the procuring department.

## Commissioned Services

Activity	Providers held to account – quality and value for money
Commitment	Persons or bodies with responsibilities in relation to the quality or value for money in public services (such as the local authority health scrutiny function) will have a key role to play to help ensure that service providers are held to account.
Status	In progress
Update	<p>From April 2013, Health and Wellbeing Boards, established under the Health and Social Care Act 2012, have been strengthening the democratic legitimacy of commissioning decisions for health and social care. While Health and Wellbeing Boards will not themselves be responsible for holding service providers to account, they will give local people the chance to shape arrangements for services so that they better meet their needs. Separately, local authorities will continue to have health scrutiny functions. Under the Health and Social Care Act 2012, their health scrutiny powers will be extended to cover all providers of NHS and public health services commissioned by NHS England, clinical commissioning groups and local authorities, and they will continue to have referral powers around major service change. Local authorities will also have the flexibility to decide how they choose to exercise their scrutiny functions in future – including continuing to do so through a Health Overview and Scrutiny Committee.</p> <p>All providers of regulated activities have to be registered with the Care Quality Commission (CQC) and meet a set of essential requirements of safety and quality. Failure to comply with the requirements is an offence and CQC has a wide range of independent enforcement powers that it can use if the provider is not compliant. CQC can also undertake special reviews and investigations of particular services, looking across providers and commissioners of health and adult social care.</p> <p>In November 2012 the public elected the first ever Police and Crime Commissioners to hold chief constables and local forces to account. 41 new police and crime commissioners have been elected across England and Wales to hold chief constables and local forces to account and to give the public a say when it comes to cutting crime in their area.</p>

Activity	Providers held to account – external audit and inspection
Commitment	External audit and inspection will ensure that, at a local level, commissioners and providers meet relevant standards and have necessary financial controls in place.
Status	In progress
Update	<p>The Government is replacing the current, centralised audit systems managed by the Audit Commission with a new, decentralised regime which will support local democratic accountability and cut bureaucracy and costs, whilst maintaining a robust level of audit. On 6 July 2012, the draft Local Audit Bill was published and subjected to pre-legislative scrutiny during the autumn of 2012. The Committee published its report in January and the Government will publish a formal response in due course. It remains the Government's intention to legislate as soon as Parliamentary time allows.</p>

## Commissioned Services

Activity	Providers held to account – delivery of the Work Programme
Commitment	The Department for Work and Pensions (DWP) will hold providers to account for delivery of the Work Programme by monitoring performance more closely than under similar programmes and ensuring that they meet minimum performance levels specified in contracts.
Status	In progress
Update	The Work Programme (WP) was set up in June 2011 on a payment by results basis and by July 2012 it had helped 31,000 people into work for six months, or three months for harder to help groups. Whilst performance built up more slowly than expected, the programme is getting people off benefits and into work. The Government is driving all providers to improve their performance and service delivery. In November 2012, the Government issued formal contract letters to those providers who it deemed were not delivering to the agreed standards. Providers are expected to improve and those who fail to do so will continue to have action taken against them in line with contracts which can ultimately lead to contract termination. The Work Programme also has competition built into its live running – there are at least two providers in each contract package area and in future providers that are more successful will have more claimants referred to them.

Activity	Providers held to account – national wellbeing
Commitment	For the first time, the Office for National Statistics (ONS) will measure levels of national wellbeing and we are developing methods to better understand how wellbeing is affected by our policies.
Status	In progress
Update	Two years ago, the ONS launched the Measuring National Well-being (MNW) programme, aiming to 'develop and publish an accepted and trusted set of national statistics which help people understand and monitor well-being'. Following a six-month national debate, ONS has developed a framework for measuring national well-being. The framework consists of ten areas or 'domains', including areas such as Health, Education, Personal finance, Where we live and What we do; and 40 headline measures of well-being, for example, the unemployment rate, satisfaction with our health, or levels of crime. In April 2011, ONS started to measure subjective (individual) well-being by including four new questions in household surveys. The first annual experimental set of data was published in July 2012. In November 2012, ONS published the first <i>Life in the UK</i> Report. The report is the first snapshot of life in the UK to be delivered by the Measuring National Well-being programme and well-being is discussed in terms of the economy, people and the environment.

Activity	Providers held to account – ensuring greater accountability
Commitment	The Government will consult on how best to ensure greater accountability as public services are opened up to a diverse range of provision.
Status	In progress
Update	The Government is replacing the current, centralised audit systems managed by the Audit Commission with a new, decentralised regime which will support local democratic accountability and cut bureaucracy and costs, whilst maintaining a robust level of audit. In July 2012, the draft Local Audit Bill was published and subjected to pre-legislative scrutiny during the autumn of 2012. The Committee published its report in January 2013 and the Government will publish a formal response in due course. It remains the Government's intention to legislate as soon as Parliamentary time allows.

## Commissioned Services

Activity	Providers held to account – role of local councillors
Commitment	The Government will consult on whether or not the role of local councillors as citizen champions needs to be enhanced to ensure proper accountability of providers from all sectors
Status	Complete
Update	Government has strengthened the role of scrutiny arrangements for Councillors through the Localism Act 2011.

Activity	Providers held to account – service user participation
Commitment	The Government will explore how service providers can help service users to participate more actively in all service sectors, whether these are private; public; or voluntary, community and social enterprise
Status	In progress
Update	<p>The democratisation of local services through the introduction of Police and Crime Commissioners, Clinical Commissioning Groups, Health and Wellbeing Boards, and Community Rights – in addition to the existing opportunities for participation in services provided by local Government – has created a range of new channels through which individuals can play a more active part in shaping the services they use.</p> <p>In addition, the development of more open and participatory models of policy making both at the local and national level is placing an ever greater emphasis on hearing from expert users. To support this, Government is developing an Open Policy Making toolkit.</p>

Activity	Providers held to account – transparency
Commitment	The Government will assess whether or not service providers in all sectors should be subject to the same requirements for transparency, and in which service areas this would make most sense.
Status	In progress
Update	The Department for Communities and Local Government recently consulted on making its code of Recommended Practice for Local Authorities on Data Transparency Mandatory. This code covers local authorities, but not outsourced providers. Responses are currently being assessed; a revised code will be published in due course.

## Chapter 4: Ensuring diversity of provision

We want to embed across our public services the idea of diverse and innovative providers competing to raise standards. This includes freeing up providers who are already working in the public sector so that they can find new and better ways to deliver services. There is now a rich pattern of autonomous providers within the public sector – including local health trusts, academies, public corporations, leisure trusts, trading funds, further education corporations and arm’s-length management organisations – all increasingly competing for their income and with one another.

## Ensuring diversity of provision

Activity	Extending autonomy – public sector providers
Commitment	The Government wishes to consult on how it could extend autonomous status to most public sector organisations that provide services, while ensuring that they are both transparent and accountable to their users. This consultation will consider the potential for appropriate public sector providers to have an autonomous status. These might include trusts, arm's-length management organisations, public corporations or trading funds, where autonomous status can improve value for money and ensure accountability of these providers to users. The consultation will also assess how effective and accountable existing autonomous structures are, for example academies and executive agencies. As part of this consultation, the Government will consider how applicable the foundation trust model is to other public services.
Status	In progress
Update	<p>The Government is actively exploring and supporting the use of new commercial models in the delivery of public services, across both central government and the wider public sector. Over the coming year, the Government will look at where and how autonomy might be extended into new areas of delivery, ensuring high quality services which provide value for money to both Government and the taxpayer</p> <p>Our continued expectation is that the vast majority of NHS trusts will meet the high standards for foundation trust authorisation by 2014.</p>

Activity	Removing barriers to entry and exit – service providers
Commitment	The Government will regularly assess barriers to entry and exit which may prevent service providers from delivering the diversity and innovation of services we are looking for, and will recommend steps to address these barriers.
Status	In Progress
Update	<p>Suppliers can now use Mystery Shopper to escalate issues in Government supply chains to the Cabinet Office. Mystery Shopper has investigated 337 cases. 80 per cent have been closed with a positive outcome (50 currently live). Mystery Shopper will also be piloting a more preventative role beginning in the Spring.</p> <p>Pre-Qualification Questionnaires (PQQs) have been eliminated for contracts below £100,000 in all but two departments (Foreign and Commonwealth Office and the Ministry of Defence use them for security reasons).</p> <p>Contracts Finder has been enhanced to enable publication of pipelines of departmental spend and to enable prime contractors to publish subcontracting opportunities.</p> <p>The Solutions Exchange has been piloted successfully. This is an online service for procurers to invite the SME market to respond, to emerging opportunities to deliver Government business more efficiently, in advance of a formal procurement. Phase Two is expected to be rolled out in Spring 2013.</p>

## Ensuring diversity of provision

Activity	Removing barriers to entry and exit – operational functions in building-based services
Commitment	The Government will consult on whether operational functions in building-based services should be split out to encourage more diversity and innovation in their provision while the public sector retains ownership of the assets.
Status	In progress
Update	The Government Property Unit is implementing a central contracting model for facilities management (FM) services in the central Government estate which will be open for use in the wider public sector. The model, which has ministerial approval, will provide the Crown with maximum competitive advantage. It will consist of services in lots including: hard facilities management (physical maintenance of buildings); soft facilities management (to catering, cleaning, waste disposal and all that goes on within a building); and total facilities management (a type of service which supplies all of the above by one supplier) - security, cleaning, catering and specialist – and will enable first tier contracting for the local, regional and SME markets. The new model will be live from September 2014.

Activity	Removing barriers to entry and exit
Commitment	The Government will consult on how it could incentivise public service organisations to overcome traditional fragmentation. We will work with schools and local areas to increase contestability, innovation and choice to ensure effective mental health support for children and young people.
Status	In progress
Update	The roles that schools and local authorities can play in early intervention for children with mental health problems were set out in the cross-Government strategy, <i>No Health without Mental Health</i> (2011). The YoungMinds in Schools programme, funded by the Department for Education, aimed to improve outcomes for children and young people with behavioural, emotional and social difficulties by providing a suite of online learning resources for educational professionals around mental health and wellbeing in schools. The Department for Education is also supporting the BOND programme, a two-year sector-led programme to build the capacity of VCOS. The consortium is led by Young Minds, and is testing new approaches and providing intensive support for voluntary and community sector organisations, commissioners and schools in five areas of England, which will improve the quality and accessibility of local provision and lead to improved outcomes for local children and young people.

Activity	Removing barriers to entry and exit – shared services
Commitment	The Government will consult on whether more shared services could be brought together to achieve economies of scale and create competing businesses from within public sector organisations.
Status	In Progress
Update	The Next Generation Shared Services (NGSS) strategic plan was published in December 2012 setting out how central Government intends to implement, operate and manage back office transactional services across departments and arms length bodies. The new shared services model will offer better value for money and improve customer outcomes and leave departments to focus on their core functions and objectives. In March 2013 the Government announced an agreement with business process outsourcing partner arvato to manage Independent Shared Service Centre One (ISSCI), which will be created from the existing Department for Transport (DfT) shared service centre, based in Swansea, South Wales. This first independently-run shared service centre will deliver significant Government savings over a seven year period.

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Activity	Removing barriers to entry and exit – voluntary sector organisations
Commitment	The Government will consult on whether voluntary sector organisations could be helped to take over existing public sector service providers that would benefit from being run as a specialised charity.
Status	In progress
Update	The Commercial Models team is working with all central departments and across the wider public sector to prove that innovative, service specific delivery models, including mutuals, can maximise both the quality of the service provided and make optimal use of Government's assets, while promoting growth. Over 70 mutuals are already live and trading, and Government is continuing to support ever more emerging and established mutuals through the Mutuals Support Programme, a fund that has now procured over £1 million of professional assistance for public service mutuals

Activity	Removing barriers to entry and exit – provision for excluded pupils
Commitment	The Government will consult on trialling a pilot project which would give schools responsibility for permanently excluded pupils. The trial would provide delegated budgets to enable schools to choose and fund alternative provision for excluded pupils, encourage a wider range of suppliers of this provision (including voluntary and private sector organisations), set up new provision and make it easier for new suppliers to enter the market.
Status	In progress
Update	The Government is trialling a new approach to handling permanent exclusion, which sees schools in eleven volunteer local authorities commissioning, paying for and monitoring alternative provision for excluded pupils. The first interim evaluation report on the school exclusion trial was published on 26 March 2013. The report focuses on establishing baseline data from the trial authorities but also identifies some early positive impact in changing behaviours in schools and local authorities. The impact of the trial approach on attainment and the alternative provision (AP) market will feature in future report. A second interim evaluation is due in March 2014, with the final evaluation report scheduled for spring 2015.

## Ensuring diversity of provision

Activity	Unlocking investment
Commitment	The Government will consult on how it can free up investment resources to improve public services
Status	In progress
Update	<p>The last year has seen significant progress in the development of social investment:</p> <ul style="list-style-type: none"> <li>• Big Society Capital was launched by the Prime Minister in April 2012, and is being capitalised with £600 million So far it has made 20 social investment commitments totalling £56m;</li> <li>• 13 Social Impact Bonds are now operational, covering re-offending, homelessness, children's services and young people not in education, employment or training (NEETs);</li> <li>• The Centre for Social Impact Bonds and the £20 million Social Outcomes Fund were launched to support wider roll-out of Social Impact Bonds, with a pipeline including adoption services, social care and education;</li> <li>• The £10m Investment and Contract Readiness Fund has so far committed £3.1 million to support social ventures seeking social investment or large contracts;</li> <li>• The £10 million Social Incubator Fund is so far backing its first four social incubators to support social venture start-ups;</li> <li>• The Civil Society strand of the Red Tape Challenge is considering changes to the regulatory environment to make social investment easier;</li> <li>• The UK is demonstrating international leadership through the selection of social investment as a topic at the G8 this summer and through sponsorship of a G8 social investment conference in the lead-up to the Summit.</li> </ul>

Activity	Deregulating the public sector – improving productivity and reducing burdens
Commitment	The Government will invite people on the front line of public service delivery to share their ideas on how to improve productivity in their area and identify areas where central Government can 'get out of the way', reducing burdens and unnecessary bureaucracy. All Government departments should consider revising their existing guidance, clearly specifying what is required of public sector bodies versus what is recommended as best practice and removing what is no longer needed
Status	In progress
Update	The Tell Us How website invited all public sector workers to put forward suggestions on how to deliver public services. It went live in late October 2011 and closed a year later after receiving nearly 330 ideas. Ideas put into practice by the Government include <i>Find me Government Space</i> , a facility which let members of the public see for the first time what Government property is available to buy or rent, and steps to remove bureaucracy and speed up procurement. Other ideas currently being piloted include Surrey Police exploring the use of QR codes to improve public engagement and to encourage the reporting of incidents of crime and ASB. In November 2012 the Cabinet Office supported the Department of Health to launch a campaign inviting frontline workers to have their say on bureaucracy affecting patient care. The campaign will close Spring 2013

## Ensuring diversity of provision

Activity	Deregulating the public sector – reduction in vetting
Commitment	The Protection of Freedoms Bill aims to dramatically scale back the vetting and barring regime in order to restore trust and encourage more people to deliver public and community services. The Government will keep the Bill under review and ensure that sufficient checks are in place to protect the vulnerable.
Status	In progress
Update	<p>The Protection of Freedoms Bill gained Royal Assent in May 2012 and became the Protection of Freedoms Act 2012. Changes to the criminal records and vetting regime were implemented via secondary legislation in September. On December 2012 the Criminal Records Bureau and Independent Safeguarding Authority merged to become the Disclosure and Barring Service. A programme of work to review and update the cross-Government strategy for improving the international exchange of criminal records will report to Ministers shortly.</p> <p>There has been broad support of the proposals and some positive discussions have been held with voluntary and community sector (VCS) representatives.</p>

Activity	Deregulating the public sector – reducing bureaucracy for teachers
Commitment	The Education Act 2011 and the schools White Paper are introducing changes to reduce bureaucracy for teachers, such as removing the self-evaluation form, streamlining the inspection framework and clarifying that detailed written lesson plans are not needed for every lesson
Status	Complete
Update	The Act came into effect in January 2012.

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Activity	Deregulating the public sector – reducing police bureaucracy
Commitment	Stop and account' recording and other administrative procedures to be removed to free police officers up to spend more time on the beat.
Status	In progress
Update	<p>The Government set out a clear, coherent and comprehensive vision for twenty-first century policing which focuses on restoring professional discretion and reducing bureaucracy. The objective is to reduce the role of central government in local policing.</p> <p>The Government has taken forward a comprehensive programme to reduce police bureaucracy: scrapping central Government targets, removing excessive Home Office performance management and reducing the burden of regulations and inspections.</p> <p>The Home Secretary has announced an extension to existing police powers to prosecute uncontested, low-level traffic offences, such as speeding, driving without insurance, or failing to produce a driving licence – as long as the defendant pleads guilty.</p> <p>Bureaucratic accountability has been replaced with local democratic accountability through directly elected Police and Crime Commissioners (PCCs).</p> <p>Government continues to work with policing partners to increase the scale and pace of work to ensure the frontline are able to fight crime more effectively.</p>

Activity	Deregulating the public sector – health and safety regulations
Commitment	The Government is committed to simplifying the set of health and safety regulations that can prevent public servants from doing their job creatively. The Government is tackling the culture of risk aversion by accepting in full recommendations put forward by Lord Young in his review of the operation of health and safety laws and the growth of the compensation culture.
Status	In Progress
Update	The Government recently published a one year on report by Professor Lofstedt, which found that good progress is being made to deliver the recommendations from both the Lord Young and Professor Lofstedt Reports. The Red Tape Challenge process identified areas where implementation could go further and faster.

Activity	Deregulating the public sector – Government Data Review
Commitment	The Government Data Review will continue to audit all major Government data-collecting activity and identify opportunities to reduce the burden of providing data on individuals and businesses, while improving the quality, value and availability of data.
Status	In progress
Update	The single data list for local government, first published in April 2011 by the Department for Communities and Local Government, has put a limit on data collections from local government. Central Government departments have agreed not to ask for any new unfunded data from local government beyond what is already identified in the list. Since 2010, Government has stopped nearly 30 per cent of the inherited stock of data collections from local authorities.

## Ensuring diversity of provision

Activity	Public service mutuals
Commitment	The Government will encourage public sector employee ownership and control, through mutualisation. The Government will take steps to identify and overcome the barriers preventing public sector workers from spinning out of the public sector to form a mutual.
Status	In progress
Update	<p>The Mutuals Programme has continued to work across Government and the wider public sector in order to support staff and commissioners interested in mutualisation. The Programme is now aware of over 120 emerging and established mutuals, across 13 different sectors, collectively delivering over £1bn of public services. More than 70 of these mutuals are live and trading, a six-fold increase over two years, with many recording double or even triple digit growth, and making significant efficiencies.</p> <p>The Programme continues to provide support through both the Mutuals Information Service (MIS) and the Mutuals Support Programme (MSP). The former has a significantly expanded online presence, and now incorporates a resource library which allows materials developed for one mutual to be shared openly with others. The latter has now procured over £1 million of support for mutuals, including business planning and legal advice.</p> <p>New support avenues are being pursued, including a 'One to Many' programme which will provide guidance and advice to very early stage mutuals and improvements to the MIS in relation to the move to GOV.UK.</p>

Activity	Public service mutuals
Commitment	All departments will put in place a Right to Provide to empower employees in public services for which they are responsible to spin out to create new public service mutuals. Public sector workers who want to form mutuals or co-operatives to deliver public services will be given a Right to Provide.
Status	In progress
Update	<p>Rights to Provide and Community Right to Challenge are the key avenues for staff to bid or request to take over the services they deliver, including by spinning out as a mutual.</p> <p>Departments across Government are supporting existing and creating new opportunities for staff to do this. This is evidenced by the range of sectors in which mutuals are either emerging or already established, including Social Care, Social Work, Education, Health, Leisure, and Community Learning. Overall the number of sectors in which mutuals are operating has grown from 3 to 13 since 2010. New sectors are emerging all the time, for example, recent proposals from the Ministry of Justice highlight the potential role mutuals could play in the future delivery of Probation services.</p> <p>The Mutual Support Programme provides support for projects across the public sector. It has already procured over £1 million of professional support for mutuals, including business planning and legal advice.</p>

## Ensuring diversity of provision

Activity	Public service mutuals
Commitment	Professor Julian Le Grand, one of the UK's leading thinkers on public service reform, has been appointed to lead the Mutuals Taskforce to encourage the move to employee ownership across the public sector.
Status	Complete
Update	The Mutuals Taskforce published its report <i>Public Service Mutuals - The Next Steps</i> in June 2012. The report set out details of the current mutual landscape, reiterating the case for mutualisation and celebrating progress made to date. It also included a number of recommendations, which have been taken forward by the Mutuals Programme, and will be reported against in Summer 2013.

Activity	Commercial Models Programme
Commitment	An Enterprise Incubator Unit has been set up within the Cabinet Office to advise public service providers from central Government departments and their agencies which want to move from the public sector to the independent sector.
Status	In progress
Update	<p>The Crown Commercial Leads (CCLs) are now operating within the Cabinet Office Commercial Models Team. Combining policy experience with commercial expertise, this team is working across Government to identify and support service transformation through the new and innovative business models. Breaking open the false dichotomy of in-house provision or outsourcing, the team is tasked with implementing the most appropriate model in each instance, which may include joint-venture, multi-stakeholder, or mutual elements.</p> <p>At present the team is working directly on a number of projects across numerous Government departments, the first of which will complete within the calendar year.</p>

Activity	Commercial Models Programme
Commitment	The Government will carefully consider a May 2011 Co-operatives UK report on transferring Post Office Ltd from Government ownership to a mutual, before launching a public consultation later in 2012.
Status	Complete
Update	The Government's response to the consultation was published on 4 July 2012 and set out the next steps towards mutualisation through developing a mutual culture within the business and improving its financial stability.

## Ensuring diversity of provision

Activity	Commercial Models Programme
Commitment	MyCSP will become the first central Government mutual joint venture to spin out of a central Government service.
Status	Complete
Update	MyCSP Ltd launched in May 2012 and is the first central Government mutual joint-venture. It is 35 per cent owned by Government, 40 per cent by a private sector partner Equiniti, and 25 per cent by staff. Since launching, MyCSP has won a number of additional contracts, including schemes for the House of Lords, the Competition Commission, and the Food Standards Agency.

Activity	Breaking down barriers to new provision – TUPE liabilities
Commitment	The Government will encourage public service commissioners to disclose their TUPE liabilities at an early stage during a commissioning process, or when the Right to Provide or Right to Challenge has been invoked.
Status	In Progress
Update	The Government proposes to simplify the TUPE regulations so that business transfers are easier but there is continued protection for employees. The Department for Business Innovation and Skills issued a response to its earlier call for evidence in September 2012 and went out to consultation in January 2013. The consultation closed in April 2013 and the Government's response will be published within 12 weeks of the consultation closing. If the consultation supports change to the current regulations, Government will seek to introduce those changes in October 2013.

## Ensuring diversity of provision

Activity	Breaking down barriers to new provision – employment regulations
Commitment	As part of the employment law review, the Government will review employment regulations to ensure that they are working effectively for both employees and employers.
Status	In progress
Update	<p>The Employment Law Review continues to deliver improvements to the legislative framework underpinning the whole employment life cycle (taking people on; managing staff; and letting people go).</p> <p>Key achievements to date include:</p> <ul style="list-style-type: none"> <li>• A range of measures aimed at reforming the employment tribunals system, delivering £40 million a year in benefits to employers;</li> <li>• Increased qualification period for unfair dismissal (from one to two years);</li> <li>• Ongoing development of a universally portable Criminal Records Bureau check which will be instantly accessible online;</li> <li>• Removal of the default retirement age;</li> <li>• Given a commitment to reducing the minimum period of consultation from 90 days to 45 for large scale redundancies by April 2013;</li> <li>• Announced its intention to introduce a 12 month salary cap to unfair dismissal compensatory awards to run alongside the overall cap.</li> </ul> <p>Through the Enterprise and Regulatory Reform Bill and the Children and Families Bill both currently before Parliament the Government intends to:</p> <ul style="list-style-type: none"> <li>• Support the early resolution of disputes by requiring prospective Employment Tribunal claimants to contact ACAS (Advisory, Conciliation and Arbitration Service) so that both parties can be offered the opportunity to resolve their dispute through conciliation and so avoid the need to go to tribunal;</li> <li>• Change legislation to facilitate the use of settlement agreements by summer 2013, as a consensual and mutually beneficial way of ending the employment relationship that avoids the cost and distress of a tribunal process;</li> <li>• Create a new right of shared parental leave and extend the right to request flexible working to all employees.</li> </ul>

## Ensuring diversity of provision

Activity	Breaking down barriers to new provision – transparent pricing
Commitment	The Government will look at identifying public service areas where transparent pricing could be introduced to help diversify provision and ensure that competition is based on quality rather than price.
Status	In Progress
Update	<p>19 pilots, covering 50,000 users of Child and Adolescent Mental Health (CAMHS) services, are testing the use of needs-based 'clusters', with appropriate outcomes defined for each cluster. Four post-discharge tariffs have been introduced in integrated trusts, seeking to manage the transition from acute to community care more effectively.</p> <p>'Pathway' tariffs are paying for periods of care, rather than episodes of treatment, for example for maternity services and for two long-term conditions (Cystic Fibrosis and Paediatric Diabetes) The Department for Health are supporting some local areas to pilot paying for outcomes in some public health services, such as smoking cessation, and effective piloting in the West Midlands has been turned into a non-mandatory tariff that other areas can use.</p> <p>During 2012/13 the Department for Health has piloted the use of a 100 per cent outcome-based currency with 22 providers in the Increasing Access to Psychological Therapies (IAPT) programme, using mental health 'clusters' to set different prices for patients with different levels of need.</p> <p>In 2012/13 activity-based payments accounted for £29 billion - 42 per cent of the secondary care budget. Further activity will come within the scope of payment by results in 2013/14, including chemotherapy delivery and external beam radiotherapy, HIV outpatient services, renal transplants and health assessments for looked-after children placed out of area.</p> <p>21 care 'clusters' for patients with different levels of need have been developed in mental health. In 2012/13, use of these clusters is mandated for contracting and for 2013/14 average cluster cost data is being provided for local benchmarking purposes. The clusters are expected to cover activity with a value of £4 billion when fully developed.</p>

## Ensuring diversity of provision

Activity	Breaking down barriers to new provision – right to appeal
Commitment	The Government will consult on whether or not providers should have the right to appeal to an independent figure or organisation when they feel that they have been unfairly precluded from a commissioning process. The Government will consider what rules should apply and who might fulfil this role, including a relevant ombudsman.
Status	In progress
Update	<p>If an organisation feels they have been unjustly precluded from a procurement process they may seek redress in the following ways:</p> <ul style="list-style-type: none"> <li>• Organisations can follow public organisations procurement complaints procedures. If individuals or firms are not satisfied with the outcome, in some cases they may be eligible to refer the complaint to the Parliamentary and Health Ombudsman (Central Government, NHS), Local Government Ombudsman or sector specific Ombudsmen;</li> <li>• Providers can seek legal action by following the EU infraction process if they feel that EU procurement rules have been breached or have been unfairly excluded. Procurement processes can also be subject to Judicial Review;</li> <li>• The Mystery Shopper service also provides an outlet for suppliers to raise concerns about public procurements. This process has no statutory remit but has been successful in resolving and amending procurement process in Central Government and other public bodies. All complaints and outcomes are published on a regular basis.</li> </ul> <p>Further work on this commitment would involve looking in more detail at the avenues for redress and identifying whether particular organisations are being excluded from independent complaints review processes.</p>

Activity	Breaking down barriers to new provision – Fair Deal policy
Commitment	The Government announced a review of the Fair Deal policy in the Spending Review. A consultation took place between March and June 2011 and the report was published in December 2011.
Status	In progress
Update	<p>In December 2011, the Government announced that the existing Fair Deal provision would be retained and that staff transferring from public sector employment under TUPE would be able to keep their access to public service pension schemes.</p> <p>Detailed proposals on the implementation of the new Fair Deal policy were set out in the Government's Response to the Consultation in November 2012. The Response also included further consultation questions to explore how Fair Deal should apply to those employees that have already been transferred out under the existing Fair Deal policy when a contract is subsequently retendered. This further period of consultation closed in February 2013. The Government is now considering responses to this further consultation. The Government will make a further announcement on this issue, and confirm an implementation date for the new arrangements, in due course.</p>

## Ensuring diversity of provision

Activity	Breaking down barriers to new provision – <i>Modernising Commissioning Green Paper</i>
Commitment	A response to the Modernising Commissioning Green Paper will be published in the spring. It will focus on improving access to open markets, reducing bureaucratic barriers and improving commissioning across central and local Government.
Status	In progress
Update	<p>In July 2011 the Minister for Civil Society published an open letter to the voluntary, community and social enterprise sector setting out the actions which the Government is taking to address these issues and support the sector. Since then, Government has gone further in supporting a wide range of reforms and programmes to improving Commissioning:</p> <ul style="list-style-type: none"> <li>• The Commissioning Academy is now open for applications from senior level commissioners to join the first cohorts, starting from April 2013 onwards;</li> <li>• The Social Value Act places a legal requirement on commissioners to consider the economic, environmental and social benefits of their approaches to procurement before the process starts;</li> <li>• The Community Right to Challenge became law in June 2012 and enables voluntary and community bodies, local authority employees, and parish councils to express an interest to run a relevant authority service where they believe they can do so differently and better;</li> <li>• The Investment and Contract Readiness (ICR) Fund provides technical, financial, business planning or other direct support to the many social ventures that have the potential to deliver their services and positive social impact at scale;</li> <li>• The Government is working to build the market for social investment to support social ventures to take on public service contracts.</li> </ul>

Activity	Breaking down barriers to new provision – training for commissioners
Commitment	The Government will invest in a national training programme for commissioners.
Status	In progress
Update	The Commissioning Academy was launched in January 2013.

Activity	Continuity regimes
Commitment	HM Treasury and the Cabinet Office will work closely with departments to develop continuity regimes which ensure continuity of service that is consistent with the Government's plans for fiscal consolidation.
Status	In progress
Update	Business continuity arrangements have been made from all major public services, and are subject to ongoing refinement between HM Treasury and Departments.

## Ensuring diversity of provision

Activity	Diversifying provision – support for the VCS
Commitment	The Prime Minister and Deputy Prime Minister will recognise the ten local authorities that are most supportive of the VCS.
Status	Complete
Update	Local authorities along with individuals, community groups, charities, social enterprises, mutuals and private businesses are recognised by the Prime Minister for work that demonstrates the Big Society. The Big Society Awards have been created to recognise and celebrate exceptional work in communities and people going above and beyond to make things better for others. A local authority would be recognised where they have led the way in partnership working with a private sector or civil society organisation in support of local solutions; where they have encouraged employees to give time and money; and where they engage with local people and involving them in decisions in ways that go beyond normal consultations.

Activity	Diversifying provision – patient choice
Commitment	The Government will maintain its commitment to extending patient choice on the basis of any qualified provider, meaning that providers will be judged on the quality of services alone and not by type of provider.
Status	Complete
Update	The Department of Health consulted on proposals to extend choice to Any Qualified Provider and published operational guidance to the NHS setting out plans in 2011 to deliver the commitment. A phased extension of choice of provider through Any Qualified Provider in community and mental health services began from April 2012. Greater choice will be available in at least three services in all commissioning areas this year. A map of community services for which choice of any qualified provider is available can be viewed at: <a href="http://nhs.uk/aqppmap">nhs.uk/aqppmap</a> . In future, commissioners will decide which services to extend this choice in, where it is in patients' interests. The Government's commitment to choice of any qualified provider is confirmed in the Mandate to NHS England and in the Choice Framework for NHS services.

## Ensuring diversity of provision

Activity	Diversifying provision – Jobcentre Plus
Commitment	Two Jobcentre Plus districts are becoming ‘local autonomy trailblazers’, testing an approach that gives frontline staff the freedom to deliver services in the way they see fit for their local areas. Building on these pilots – and with two more districts to follow later this summer – the Government will look at how this approach can be extended to more Jobcentre Plus districts across the country.
Status	In progress
Update	<p>Building on two trailblazer Jobcentre Districts, all Jobcentre Plus District Managers are now able to operate with more freedom and flexibility to help tailor services to individual and local need. This has given each Jobcentre the local autonomy to tailor their services to the particular needs of their claimants, and deliver according to their local labour markets, to help more people into work. However, this is within a new operational framework that clarifies the circumstances in which they can, and cannot, vary from standard approaches; advocates the importance of risk management, evaluation and realisation of business benefits; and helps learn lessons and spread good practice.</p> <p>Having such flexibility is encouraging innovative thinking about our service delivery and has led offices to implement new practice, and exploit new technology, more quickly - bringing associated benefits.</p> <p>Government will continue to evaluate this approach - particularly in the context of the roll-out of Universal Credit - and will continue to assess the potential benefits behind the extension of Freedoms and Flexibilities across the Department for Work and Pensions.</p>

Activity	Diversifying provision – schools
Commitment	Ensuring there is diversity of provision in schools.
Status	In progress
Update	In December 2012, the Chancellor of the Exchequer announced an additional £980 million of investment in schools in England by the end of this Parliament. The money will come over the next two years – with £232 million in 2013/14 and £750 million in 2014/15. This includes enough funding to build up to 100 new Free Schools, as well as academies, and investment to expand good schools, in the areas that are experiencing the greatest pressure on places.

Activity	Diversifying provision – Free schools
Commitment	Government is introducing Free Schools – all-ability, state-funded schools set up in response to what local people say they want and need – in order to offer parents greater choice of good-quality school providers.
Status	In progress
Update	<p>81 Free Schools are now open, with around 100 more aiming to open in September 2013. The Free Schools are creating thousands of new school places, often in areas with a shortage of places. Free Schools are popular with parents - all the Free Schools that opened in 2011 filled, or almost filled, all their places in 2012.</p> <p>As of April 2013, there are 2,886 academies open in England.</p>

## Ensuring diversity of provision

Activity	Diversifying provision – schools
Commitment	The Government will allow a wider range of providers, including voluntary and private sector organisations, to provide high-quality education for excluded children and others without a mainstream place.
Status	In progress
Update	The Government is implementing Charlie Taylor's review of Alternative Provision (AP), published in March 2012, taking forward his 28 recommendations in three main themes: better providers, better commissioning, and better-trained teachers. Recommendations include schools being responsible for commissioning AP in order to shape local provision and that Pupil Referral Units (PRUs) should become academies (unless there are clear benefits of them not doing so). Five AP Free Schools opened in September 2012, and a further thirteen are due to open by September 2013. Seven PRUs converted to AP Academies since September 2012, and a further 21 are expected to convert by September 2013

Activity	Diversifying provision – University Technical Colleges
Commitment	The Government plans to create at least 24 new University Technical Colleges (UTCs). Each UTC would be sponsored by at least one leading local business and a local university.
Status	In progress
Update	Five UTCs are now open and a further 40 are in the pre-opening phase due to open in September 2013, 2014 or 2015. Around 400 employers are now involved in the UTCs open and in development.

Activity	Diversifying provision – further education and skills sectors
Commitment	The Government will produce a consultation document looking at developing a more innovative and dynamic further education and skills sector. The Government will also publish the next phase of implementing the Skills Strategy – Skills for Sustainable Growth (the first phase was published in November 2010).
Status	In progress
Update	The Government published <i>Rigour and Responsiveness in Skills</i> in April. This sets out progress since 2010 on strengthening the skills system, and the government's plans for further reform, focusing on: raising standards; reforming Apprenticeships; creating Traineeships; and ensuring meaningful qualifications.

## Ensuring diversity of provision

Activity	Diversifying provision – voluntary, community and social enterprise sector
Commitment	The Government is encouraging the voluntary, community and social enterprise sector to come up with creative new ways of tackling long-standing problems, such as community safety and youth substance misuse.
Status	In Progress
Update	<p>The Government made grant awards for the Community Action Against Crime Innovation Fund (£10 million across 2011/12 and 2012/13 for the voluntary sector). The Communities Against Gangs, Guns and Knives Fund was implemented (£4 million over 2011/12 and 2012/13). In addition, Government funded 29 local authority areas under the Ending Gang and Youth Violence programme (£10 million in total for 2012/13) and provided support to four more; 50 per cent of the funding was distributed onwards to the voluntary and community sector.</p> <p>The Government funded a coalition of umbrella voluntary organisations (£1.1 million over 2011/12 and 2012/13) to support voluntary and community organisations in the run-up to the introduction of Police and Crime Commissioners through the Safer Future Communities Project. Out of the £5 million allocated in 2012/13 to the delivery of the Positive Futures prevention programme, £3.1m was allocated to 57 voluntary sector organisations who delivered the programme locally.</p> <p>The Government also made a grant award of £92,000 in 2012/13 to Clinks and Social Firms UK to develop a set of detailed case studies involving 20 voluntary sector organisations and also to develop a set of learning and effective practice resources on how social enterprises can support offenders into training and employment opportunities.</p>

## Chapter 5: Enabling Open Public Services

The Government recognises the fundamental shift that it is making in opening up public services and that this will need to be supported by a range of enabling measures.

## Enabling Open Public Services

Activity	New roles for central and local Government
Commitment	The Government will work with local authorities to develop a shared vision about the opportunities for stronger local Government created by the open public services agenda
Status	In Progress
Update	<p>Devolving power to local communities, often in the form of local government, is a key principle of the Open Public Services programme and a variety of the reforms detailed in this report demonstrate that rebalancing of power from the centre to the local level. In particular, the decentralisation of business rates and other reforms to local authority funding from April 2013 establishes a stronger, more flexible role for councils. Alongside other reforms in the Localism Act, this development reinforces the capacity for local authorities to shape the destiny of their local areas – providing them with tools, so that, in partnership with local people, they might develop and deliver services fit for local needs and twenty-first century expectations.</p> <p>Decentralisation has not only changed the power relationship between local and centre, it has also affected the working relationships between local the two as well. Working together to develop more robust responses to the dual challenge of rising demand and reducing resources, the community budgets programme (Whole Place and Neighbourhood) has begun to engender a more open, equal and collaborative relationship between local authorities, central Government and a range of other partners. This has included thought and action about how to enable a whole range of partners to work more closely with local authorities on public service reform, including local residents and service users.</p>

Activity	New roles for central and local Government
Commitment	The Government will consult on the core Government roles set out in the White Paper. In particular, we will consult on the future shape of the policy, funding and regulatory functions in central Government and the various service funding agencies, regulators and public service ombudsmen.
Status	In Progress
Update	The Civil Service Reform team is responding to this commitment through their work on existing actions within the Reform plan (for example, Action 5 addressing new ways to open up policy making).

## Enabling Open Public Services

Activity	Promoting opportunities created by open public services
Commitment	<p>The Government will promote the opportunities being created by open public services within individual sectors. Our objectives are to:</p> <ul style="list-style-type: none"> <li>• help new providers to access different forms of external finance;</li> <li>• give public sector staff the freedom to take control of their own services in new enterprises such as mutuals; and</li> <li>• encourage new providers of all shapes and sizes and from all sectors to deliver public services.</li> </ul>
Status	In Progress
Update	<p>In addition to the Mutuals Information Service (MIS), Right to Request and Right to Provide provisions and the Mutuals Support Programme (MSP) have enabled thousands of staff to take control of their own services.</p> <p>Public service mutuals can take a number of different organisational forms, ranging from social enterprises to Industrial and Provident Societies, and many others. The Mutuals Programme is working to open markets to new providers, enabling more diverse competition and service delivery.</p> <p>The MSP has procured over £1 million of professional support for emerging and established mutuals, and the number of applications to the fund is growing. In addition, the Mutuals Programme has worked to engage commissioners and local authorities directly, helping to drive demand for mutualisation from both staff and parent bodies.</p> <p>The National Offender Management Service (NOMS) is providing grant funding to help Voluntary Community and Social Enterprise (VCSE) groups successfully bid for, and deliver, payment-by-results (PbR) contracts to manage and reform offenders. This has included awarding a third sector organisation £150,000 to help voluntary groups play a leading role in cutting crime and reducing reoffending.</p> <p>The Ministry of Justice is seeking to ensure that the proposed changes to offender management in the community set out in the <i>Transforming Rehabilitation</i> consultation paper are designed so that potential mutuals are able to access and bid to deliver probation services. The Department is facilitating the Cabinet Office's work to provide projects they consider promising with access to a comprehensive package of support that will help position those projects to bid for service contracts. The Ministry of Justice will share information on trusts that are seeking access to the support package with the Cabinet Office.</p> <p>The Commissioning Academy, launched in January 2013, is a new initiative open to commissioners from across the public sector which will expose public servants to the most successful and innovative commissioning groups, helping to develop the confidence and capability required for effective service commissioning.</p> <p>The Office for Civil Society within Cabinet Office is funding a series of practical workshops to help voluntary sector organisations capitalise on opportunities to work for Government. Devised and delivered by a partnership of VCSE organisations and commercial suppliers, this masterclass programme will help the voluntary sector to strengthen its commercial skills, and bid successfully for public service contracts.</p>

## Enabling Open Public Services

Activity	Promoting opportunities created by open public services
Commitment	The Government will launch an action programme to promote public service opportunities to new providers, especially SMEs.
Status	In Progress
Update	<p>Progress on the commitment has been achieved in a number of areas:</p> <ul style="list-style-type: none"> <li>• Government departments have produced SME Plans outlining actions to increase the percentage of spend that flows to SMEs, including stretching targets. Departments were asked to highlight projects to target increased SME participation through the procurement design and by setting the optimal contract size:</li> <li>• Central Government direct spend with SMEs has increased from £3.2 billion (6.8 per cent) in 2010/11 to £4.4 billion (10 per cent) in 2011/12.</li> <li>• Contracts Finder receives approximately 112,000 page views per week; 5025 low value opportunities have been published (with 4,529 flagged as SME friendly and 886 flagged as VCS Friendly). Of the 13581 contracts published on Contracts Finder, 4398 have been flagged as awarded to an SME (32 per cent).</li> <li>• Another step taken to provide further opportunities for SMEs within Government is to align the activities of the Small Business Research Initiative Programme managed by the Technology Strategy Board with those of the SME Programme. (See also Removing barriers to entry and exit – service providers.)</li> </ul>

Activity	Digitisation of public services
Commitment	The Government Digital Service (GDS) will co-ordinate all central Government digital activity, encouraging departments to commission user-centred transactional services at lowest cost from the most appropriate provider.
Status	In Progress
Update	<p><a href="#">The Government Digital Strategy</a> was published in November 2012, outlining 14 actions to deliver a Government that is truly digital by default. Implementation of the strategy will release between £1.7 and £1.8 billion a year in savings.</p> <p>The following month, Government Departments published their own Departmental Digital Strategies, outlining hard, actionable commitments for how the Government Digital Strategy will be implemented within each Department.</p> <p>Recognising that around 18 per cent of people are not yet online or struggle to access digital channels, the Government Digital Strategy is supported by a new <a href="#">cross-Government approach to assisted digital</a> provision.</p>

## Enabling Open Public Services

Activity	Digitisation of public services
Commitment	The Government Digital Service (GDS) will develop a digital marketplace, opening up Government data, applications and services to other organisations and providing open application program interfaces (APIs) for all suitable digital services. An analysis of existing cross-Government APIs has been completed.
Status	In progress
Update	<p>In 2012/13 DirectGov and Businesslink websites were replaced with <a href="#">GOV.UK</a> and the process of migrating all departments and most agencies/ arms length bodies (ALBs) onto the same platform commenced. <a href="#">GOV.UK</a> takes an API-driven approach with APIs used internally and those same APIs exposed externally to provide access to the content. Over the course of 2013/14 the Government will expand the range of APIs, to document them for public use, and to iterate them to better serve the needs of their users.</p> <p>As agreed in the Government Digital Strategy GDS have published the new Digital Service Standard as the benchmark by which all new Government digital services are measured. As part of the review process that goes with that we will be assessing the APIs offered.</p>

Activity	Digitisation of public services
Commitment	GDS will also require central Government departments to collect and publish information on the quality of services they provide digitally and by traditional methods, including cost to serve and user satisfaction. Over time, all digital services will allow users to give feedback and ratings which other users can view. Government departments will be expected to ensure that all digital services capture, report and publish these ratings against the agreed cross-Government standard metrics.
Status	In progress
Update	In July 2012, the Government published a full list of all the transactional services offered to citizens and business, along with their annual volume of activity. It was the first time the Government had ever done this. In January 2013, this was updated to included data on cost per transaction – how much it costs the Government to deliver each individual use of a service – for 44 of the biggest public services. For further information see the <a href="#">Transactions Explorer</a> .

## Enabling Open Public Services

Activity	Digitalisation of public services
Commitment	The Government has also committed to provide all public-facing information and transactions (e.g. booking a driving test or registering for tax self-assessment) digitally by default. Advice and guidance should also move online as expertise develops, to ensure that everyone can benefit from digital service provision.
Status	In Progress
Update	<p>To accompany the move to GOV.UK, in December 2012, Government published Departmental Digital Strategies, outlining specific plans and projects to transform public services. The full content of these documents is available <a href="#">online</a> – the following are included to illustrate the range and breadth of activities underway.</p> <p><a href="#">The Department for the Environment, Food and Rural Affairs</a>, through its work with Rural Payment Agency and other agencies, is creating a platform for farmland information to meet European legislation and administer millions of transactions. This will transform the way farmers apply for and receive payments, with a new digital service replacing 40 schemes delivered through 4 delivery bodies, each with their own IT systems.</p> <p><a href="#">HM Revenue and Customs</a> is forming a new unit, the HMRC Digital Service, which will become the home of the deep digital skills and experience required to deliver new digital services, like the one that will allow 30 million plus PAYE taxpayers to report changes that affect their tax codes, rather than making a phone call or writing.</p> <p>The <a href="#">Department for Business, Innovation and Skills</a> has committed to service transformations in Student Loans, Companies House registrations, patent and trademark applications at the IPO and a new digital service to make it much easier for people, often in dire straits, who need to apply to the Insolvency Service to receive statutory redundancy payments when the companies for whom they were working go bust.</p> <p>In the <a href="#">Ministry of Justice</a>, the Office of the Public Guardian (OPG) has been developing a digital service for creating Lasting Power of Attorney forms, making the process simpler, clearer and faster for applicants. A successful pilot with a small group of partners from the not-for-profit and legal sectors and a small number of members of the public ran from November 2012 to April 2013. The digital Lasting Power of Attorney 'beta' service will be introduced in June 2013. Work is underway to develop digital channels to support deputies appointed by the Court of Protection, and to introduce the ability to search the OPG register of attorneys and deputies online, by April 2014. Meanwhile, feedback from the online tool and from OPG customers will be used to inform the development of shorter, simpler paper forms.</p>

## Enabling Open Public Services

Activity	Digitalisation of public services
Commitment	The Government has committed to stimulate private sector investment to deliver the best superfast broadband network in Europe by 2015. As part of this, we are investing £530 million over four years to improve broadband provision in rural communities which the market alone might not reach without support and which might otherwise struggle to make the most of digital services.
Status	In Progress
Update	The Government remains committed to deliver the best superfast broadband network in Europe 2015. Procurement is ongoing, and all project contracts are expected to be in place by end summer 2013.

Activity	Digitalisation of public services
Commitment	Building on consultation already carried out for the health and adult care sector, we will work to minimise the policy decisions that limit the pace of technological change in public services. The Government will consult on: <ul style="list-style-type: none"> <li>• publishing information that would assist consumers, commissioners or providers of public services in developing better quality or value for money in public services; and</li> <li>• the extent to which people can take control of their own records and personal information.</li> </ul>
Status	In Progress
Update	The Government will be holding NHS England to account for delivery of the objectives in the Mandate, which includes people being able to access their GP records by 2015. This will include the ability to make appointments and request repeat prescriptions online. NHS England, in its guidance <i>Everyone Counts: Planning for Patients 2013/14</i> document, has guaranteed that every patient will have the opportunity of online access to their own primary care medical record by the spring of 2015. It will also consult, by June 2013, on plans for provision of patient access to interoperable records across the pathway of care.  The Department of Health is working with Choice Champion organisations to help people to make effective choices about the public services they use and to ensure that the necessary data about those services is available in the public domain to enable people to make informed choices.

Activity	Digitalisation of public services – Service users are well informed about the services available
Commitment	Monitor progress towards and support the realisation of the Health Secretary's challenge to the NHS to become 'paperless by 2018', to release resources to improve services and free up professionals' time to spend with patients, not paperwork. This includes giving people far more information and data on all aspects of health and care, enabling them to make informed choices about their care.
Status	Now starting
Update	



Cabinet Office  
1 Horse Guards Road  
London SW1A 2HQ

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