

30 **Annex A: Summary of progress against actions**

Action no.	Action	Progress	1YO	Now
The action number in the <a href="#">Civil Service Reform Plan</a> , published June 2012.	Commitment made in the <a href="#">Civil Service Reform Plan</a> .	<b>Original Plan:</b> Progress against commitment made in the <a href="#">Civil Service Reform Plan</a> .	RAG rating given in the <a href="#">One Year On Report</a> (see below a full explanation of the RAG ratings).	RAG ratings in this section reflect the current status of commitments made in the <a href="#">Civil Service Reform Plan</a> (see below a full explanation of the RAGs).
		<b>1YO:</b> Progress against further commitments that were made in the <a href="#">One Year On Report</a> , published July 2013.	N/A	RAG ratings in this section reflect current status of commitments made in the <a href="#">One Year On Report</a> (see below a full explanation of the RAGs).

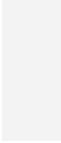
RAG Ratings	Definition
Red 	Delivery of Reform Plan commitment significantly delayed and/or implementation significantly off track.
Amber 	Delivery of Reform Plan commitment delayed and/or implementation off track. For some actions, amber may also indicate that change will be a constant if the ambition of the Plan is to be achieved.
Green 	Delivery of Reform Plan commitment on track to implement

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1	Implementing new models to deliver public services	<p><b>Original Plan:</b> In October 2012, we completed the review to identify further models, including mutuals, cooperatives, joint ventures and other commercial models.</p> <p><b>1YO:</b> The pipeline of projects continues to develop and in 1YO we added a number of further specific commitments focused on expanding the portfolio of projects.</p>			<p>Across Government, alternative delivery models are breaking down the divide between the public and private sectors, improving the quality and efficiency of public services. Joint ventures, public service mutuals, and other models are now well established, with their power to transform services evidenced by early successes: MyCSP, the first mutual-joint venture to spin-out from central Government, has recorded a 31% rise in revenue in its second year of trading, fuelled by strong business growth; the Behavioural Insights Team, which spun out in February of this year, is proving that policy groups can also benefit from delivering differently, more than doubling its headcount in a few short months and winning work with international partners including the World Bank; and AXELOS, a joint venture formed to better exploit the value of some intellectual property Government owned by accident, is growing at a rate well above our forecasts, pushing into new markets and developing improved offerings. Structural reform of public services remains a priority, with alternative delivery models improving outcomes for users at better value to the taxpayer. Successes to date prove the models, and now we need to build on these to ensure all services are innovative, cost-effective and fit for the 21st century.</p> <p>Our drive to achieve greater effectiveness and efficiencies in delivering public services will be a constant work in progress.</p>
2	Becoming digital by default, moving more services online	<p><b>Original Plan:</b> Digital Strategies completed by all departments (except DCLG). All 25 exemplars will have begun transformation by March 2015, of the 25 exemplar services: three are at Alpha, 18 are at Beta and four are live.</p> <p><b>1YO:</b> The Civil Service digital skills gap puts digital transformation at risk: GDS will work more closely with departments to build digital skills urgently across the Civil Service to mitigate this.</p>			<p><b>Planning our next steps on digital and technology.</b> We will ensure that the 25 digital exemplars are successfully delivered but there is further to go. There we will focus on our future <b>digital and technology strategy</b> to ensure that Government keeps pace with digital transformation. This will include:</p> <ul style="list-style-type: none"> <li>• further improvements to our digital service delivery to the public;</li> <li>• setting ambitious goals for increasing the proportion of transactions with the public which are completed online; and</li> <li>• ensuring that our people have access to technology which is fit for a modern workplace.</li> </ul>

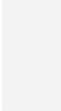
	Action	Progress	1YO	Now	Further Priorities
3	Creating shared transactional services centres for Government (HR, finance, payroll, procurement)	<b>Original Plan:</b> Specific steps in the plan complete. The shared service centres are in place and issues highlighted in the recent National Audit Office (NAO) report are being taken forward as part of the next phase of the shared services programme.			The four centres for sharing transactional services are up and running and the Crown Oversight function, established in October last year, provides challenge on achieving service standards and the scope between departments for further opportunities.
		<b>1YO:</b> By consolidating these services to four shared centres we will deliver savings of £128m a year from 2015/16.			
4	Executing plans to share expert services across Government (legal, internal audit, communications etc.)	<p><b>Original Plan:</b> Specific steps in the plan complete.</p> <p><b>1YO:</b> Stronger corporate functional leadership as outlined in One Year On report has taken this agenda forward. The scope of the Functional Leadership Programme launched by the Cabinet Office in September 2013 includes eight corporate functions (HR, Legal, Property, Communications, Commercial, IT, Internal Audit, and Finance).</p> <p>Government Communication Service and Crown Commercial Service went live in April 2014. CSHR, Treasury Solicitors and the Cross-departmental Internal Audit Service have been operational for some time and continue to grow, providing services to a growing number of departments. For each of the functions outline operating models have been defined.</p>			<p><b>Embedding 'Functional Leadership' to:</b></p> <ul style="list-style-type: none"> <li>realise the efficiency savings to be gained from the central delivery of cross-Government professional services; and</li> <li>formalise the role of Heads of Function in leading their profession and raising professional standards.</li> </ul> <p>The new Chief Executive will have a key role in driving further work in this area, and will act as the Accounting Officer, and line manager, for most of these eight areas.</p>

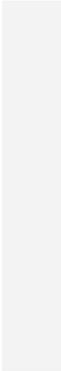
	Action	Progress	1YO	Now	Further Priorities
5	Opening up the policy development process to more external sources	<p><b>Original Plan:</b> Departmental change programme established starting with seven departmental exemplars (DCLG, FCO, DH, MoJ, DfT, HMRC, BIS) showcasing work and programme to make open policy making the default by 2015. We have</p> <ul style="list-style-type: none"> <li>published the Open Policy Making model in May 2014.</li> <li>held an Open Policy Making Conference with the Heads of Policy Profession to learn from examples and from external organisations.</li> <li>launched Civil Service Quarterly to share best practice and examples.</li> <li>established the Contestable Policy Fund and Policy Lab.</li> <li>successfully delivered SPRINT event where OPM and GDS exemplar departments showcased their case studies.</li> </ul>			<p>There are some good examples of open policy-making, with good progress on establishing the model, but we recognise that there is more to do across all departments before we can say open policy-making is the default including</p> <ul style="list-style-type: none"> <li>greater use of digital crowdsourcing techniques.</li> <li>more focus on the evidence and what works and a greater use of experimentation.</li> <li>ensuring frontline implementation issues are considered as policy is developed and designed.</li> </ul> <p>To support this we will</p> <ul style="list-style-type: none"> <li>deliver a new toolkit to support policy-makers will be available in 2015.</li> <li>make contestability standard practice.</li> <li>agree a framework for policy audits.</li> </ul>

Action		Progress	1YO	Now	Further Priorities
		<p><b>1YO:</b> Further commitments include:</p> <ul style="list-style-type: none"> <li>Establish an open policy-making model by promoting best practice case studies and practical guides via a website for all policy makers to be implemented in July 2013</li> <li>As part of our commitment to transparency and opening up the Civil Service, we will publish more of the evidence base that supports policy making</li> <li>We will develop a model for conducting policy audits, building on existing good practice, which will allow us to revisit policy advice, assess its quality, review whether the risks materialised, and learn the lessons from implementation more effectively</li> </ul>		  	<p>Though the What Works centres are starting to improve the quality of evidence flowing to local commissioners and professionals, we have made less progress in publishing the evidence base that supports policy-making within Whitehall. The Civil Service has shown that it is capable of producing and publishing the analytical work that lies behind policy positions, such as the analysis published on the implications of Scottish independence, but this remains the exception rather than the rule.</p> <p>Last year, in One Year On, we committed specifically to developing a model for conducting policy audits. This was a core commitment from One Year On and some progress has been made. But no policy audits have yet taken place.</p> <p>To accelerate progress the CO What Works team will work with HMT, Heads of Analysis, the impact assessment team and with the Head of the Policy Profession to ensure that a rigorous policy audit framework is agreed and a number of policy audits are actually completed by Christmas.</p>
6	Ensure administrative resources match Government policy priorities	<p><b>Original Plan:</b> The model of best practice in matching resources to priorities has been agreed with departments. Departments continue to review and refine this on an ongoing basis.</p> <p><b>1YO:</b> We are developing a cross-Government approach to ensuring resources are matched to ministerial priorities. From September 2013, Ministers will lead a resource prioritisation process on a quarterly basis in their departments.</p>			<p>There are examples of good practice, with some Departmental Boards running quarterly resources prioritisation processes. While a standard model was agreed over a year ago, we still do not have a common approach to ensuring that departments' priorities and resources reflect their Ministers' priorities, as committed to in One Year On. Over the coming weeks we will improve the standard model, ensure that it meets Ministers' requirements and then implement it across Whitehall. We will publish the results and an update on implementation before the end of the year.</p>

	Action	Progress	1YO	Now	Further Priorities
7	Ensuring staff have up to-date policy skills and tools	<b>Original Plan:</b> The Policy Profession Board has agreed to develop an enhanced policy curriculum, including greater analytical skills and contemporary approaches.			<b>A new qualifications framework</b> will be introduced to support professionalisation of policy-making.
		<b>1YO:</b> The Head of Policy Profession and the new national What Works adviser will lead the drive to embed and exploit the cross-Government policy curriculum and What Works Centres. Policy professionals will now spend five days a year on their professional development.			
8	Improving delivery of major projects	<b>Original Plan:</b> <ul style="list-style-type: none"> <li>There is more controlled initiation of projects – now implemented through a Project Validation Review supported by Infrastructure UK and HMT.</li> <li>Project progress data is now collected on all projects and published in GMPP annually. Latest annual report published May 2014.</li> <li>SRO and PD turnover should stabilise further as revised accountability arrangements are introduced, which include linking tenure posts to the achievement of milestones at the time SROs are appointed. We will have appointment letters agreed by September.</li> </ul>			Continue to focus on <b>improving delivery of major projects by building the skills base:</b> <ul style="list-style-type: none"> <li>we will launch a project leadership programme in April 2015 for SROs and programme directors in significant projects just below the Major Projects level and those in second tier roles in Major projects.</li> <li>by May 2015, we will define the structure of the profession, delivering a competency framework and a management strategy for emerging talent.</li> </ul>
		<b>1YO:</b> The appointment of John Manzoni as CEO of the MPA brought fresh impetus to this area and the work has been refocused to work with departments to support more robust judgements around strategic prioritisation. As a result we are no longer pursuing the actions in One Year On. A new action plan for this area is now in place and the RAG rating reflects progress against this rather than the original actions.			

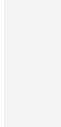
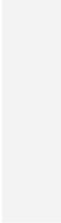
	Action	Progress	1YO	Now	Further Priorities
9	Improving corporate management information	<p><b>Original Plan:</b> Specific steps in the plan are complete. This was put in place with further development work on cross-Government MI initiated during 2013 in response to Martin Read's review and overseen by a ministerially-chaired steering group reporting to PEX(ER).</p> <p><b>1YO:</b> No further actions.</p>			There is more to do to ensure Government has the management information it needs. We will continue to <b>build on the success of the Quarterly Data Summary</b> , taking on board the challenge from non-executives to improve further. This is also one of the core strands of the Financial Management Review.
10	Sharpening the accountability of Permanent Secretaries.	<p><b>Original Plan:</b> Specific steps in the plan are complete. These requirements have been reflected in the revised publication of Managing Public Money.</p> <p><b>1YO:</b> No further actions.</p>			
11	Strengthening Ministers' role in appointments of Senior Civil Servants	<p><b>Original Plan:</b> Specific steps in the plan complete. The Civil Service Commission published new guidance in December 2012 formalising ministerial involvement in Permanent Secretary appointments.</p> <p><b>1YO:</b> Building on the new arrangements for greater ministerial involvement in the Permanent Secretary appointment process in Action 11, we will implement proposals to move to a fixed tenure appointment for Permanent Secretaries for all new appointments with immediate effect.</p> <p>This will formalise the presumption that individuals will not continue in their roles once the fixed term of five years ends, unless their tenure is explicitly extended.</p>			<p>The Government welcomes the progress made in this area – but is clear that the Commission's current proposals for Permanent Secretary appointments do not go far enough.</p> <p>The Government's view remains that it should be for the Prime Minister to have the choice from a list of appointable candidates, and following an open competition. There is cross-party support for this approach.</p> <p>Gerry Grimstone, Lead Non-Executive at the Ministry of Defence, is currently leading a triennial review of the Civil Service Commission.</p> <p>Fixed tenure was introduced for all Permanent Secretary appointments from July 2013. Eight Permanent Secretaries are now on fixed term appointments, as well as nine Permanent Secretaries in specialist roles where contractual arrangements were already in place.</p>

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12	Establishing a Capabilities Plan to fill Government's skills gaps	<p><b>Original Plan:</b> Most key milestones delivered or on track. Priority area learning has been rolled out and Capabilities Plan refresh published June 2014. Project Leadership Programme (learning for project leaders below MPLA level) delayed from December 2013 to pilot autumn 2014 and full roll out spring 2015.</p> <p>There are still barriers to digital access in departments which is preventing improvements in digital capability. Government Digital Service (GDS) are working with departments to resolve.</p>			<p><b>Taking urgent action to fill the critical skills gaps in the Civil Service.</b></p> <p><b>To help close the key capability gaps, by April 2015 we will move to the presumption that Senior Civil Service appointments below Permanent Secretary level are open to external candidates as well as civil servants.</b></p>
		<p><b>1YO:</b> All additional actions on track.</p>			<p>The priority focus for 2014/15 will be on commercial and contract management skills where gaps are most acutely felt.</p> <p>Civil Service Learning will be improved and easier to use.</p> <p>For new civil servants, there will be an improved corporate induction, completion of which is linked to the end of probation.</p>

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13	Developing and managing the future leadership of the Civil Service	<p><b>Original Plan:</b> A single Government-wide talent pool, the Civil Service High Potential Stream (CSHPS) has been fully operational since September 2013. To date, there are 89 participants in the Senior Leaders Scheme and 84 participants in the Future Leaders Scheme across 4 cohorts. There are also 69 participants in cohorts 7 and 8 currently completing the High Potential Development Scheme (Director level). Supporting processes on common standards of promotion have been fully implemented.</p> <p><b>1YO:</b> All additional actions on track except the publication of a diversity strategy, which is imminent. The Fast Stream has been remodelled to ensure alignment with the future leadership capabilities that are required.</p>			<p><b>Ensuring that leadership skills are prioritised for top management posts:</b></p> <ul style="list-style-type: none"> <li>• Future Permanent Secretaries will be expected to evidence that they have the right mix of skills, including leadership. Those applying for Permanent Secretary posts from inside the Civil Service will be expected – and after summer 2016 required – to have completed an appropriate business school leadership programme in advance of taking up an appointment. This will ensure that leadership skills are prioritised for the top management posts in the Civil Service. Those applying from outside who are unable to demonstrate a strong track record of business leadership will be required either to have already completed a similar programme, or will be willing to complete one early in their tenure. Given the premium we place on this commitment, we will start by immediately sending some of the existing Permanent Secretaries to business school.</li> <li>• we will also consider how we ensure the talent pipeline for Permanent Secretary posts has the right mix of commercial and change leadership capabilities.</li> </ul> <p><b>Removing the barriers which stop talented people fulfilling their potential.</b></p> <ul style="list-style-type: none"> <li>• prioritise implementation of the <i>Talent Action Plan</i>.</li> <li>• commission further work to look at the barriers facing other under-represented groups.</li> </ul> <p>We intend to refresh the <i>Talent Action Plan</i> within a year, incorporating new evidence as well as other work to examine how we can close the gender pay gap. At that stage we will publish a revised Talent Strategy, responding to recommendations by Lord Browne and others. This will mean a far greater leadership focus on identifying and bringing on talent and succession planning.</p>
					

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14	Increasing secondments and interchange with the private sector	<p><b>Original Plan:</b> 43 outward and 17 inward secondments were agreed by April 2014 meeting the commitment of 60 placements. Good relationships are now established with a range of private sector organisations and there is a healthy pipeline to build on for 2014/15. We are confident that we will deliver the new target of 100 ongoing secondments by April 2015. In addition to this, all Corporate Fast Streamers also now undertake a six month secondment outside the Civil Service (around 260 per year). There is more to do to ensure that secondments are used strategically to fill our skills gaps.</p> <p><b>1YO:</b> No further actions.</p>			We must <b>do more to encourage the flow of people between the Civil Service and other sectors</b> in order to give our people wider external experience. We will work with departments to maximise the mechanisms in place for moves, including secondments, ensuring momentum builds so movement in and out of the Civil Service is part of a successful career, and it is normal for civil servants to have periods working outside the Civil Service. The Civil Service can only benefit from the experience accrued through interchange and secondments, both inward and outward.
15	Increasing commercial and operational experience among Permanent Secretaries	<p><b>Original Plan:</b> Specific steps in the plan are complete. When we run recruitment exercises for Permanent Secretaries of main delivery departments the expectation that candidates will have this experience is included as part of the job description.</p> <p>Civil Service factpack 2014 shows that as at 1 December 2013 over two thirds (12/17) have at least 2 years' commercial experience prior to appointment and just under two-thirds (11/17) have the same level of operational experience. An update on Permanent Secretaries' commercial and operational experience prior to taking up post will be published annually from December 2014.</p> <p><b>1YO:</b> We will bring together the new approaches on capability, talent and secondments to manage more proactively the careers of future leaders in the Civil Service, to ensure they have the opportunity to build the necessary commercial and operational experience.</p>			Permanent Secretaries appointed to the main delivery departments will have at least two years' experience in a commercial or operational role.

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16	Introducing a new model of Departmental Improvement Planning.	<b>Original Plan:</b> Specific steps in the plan are complete. Guidance to departments was refreshed in July 2013 following learning from the pilots.			Departmental Improvement Plans are now the established mechanism for Departmental Boards to set out their improvement priorities. They are routinely published and set out the metrics for assessing improvements, ensuring transparency. HMT are due to publish their Departmental Improvement Plan in 2014. This will complete the commitment.
		<b>1YO:</b> We agreed the new model for improvement planning in September 2012 and are now piloting it in five departments, with a view to full adoption in all departments by April 2014.			
17i	Creating a modern employment offer for staff.	<b>Original Plan:</b> The new offer to staff embraces all of the intentions set out in the original the Reform Plan.			
		<b>1YO:</b> We are implementing new terms and conditions across the Civil Service. Departments began implementation in April 2013.			

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17ii	Creating a modern workplace	<p><b>Original Plan:</b> Overall there has been good progress by departments and by the centre in relation to estates and the culture of how we work. However, progress on IT has been slower and therefore we have We have split the RAG rating for this action to make this differential in progress transparent.</p>			
		<p><b>1YO:</b> In January 2014 45% of civil servants identified “better computer equipment” as the primary issue that would most improve the way they work.</p>			<p>Progress on replacing IT equipment is at a slower pace than we would like; the cost of exiting legacy contracts however means we have had to take hard decisions about the pace of change.</p>
		<p><b>1YO:</b> All departments are on track to issue the Common Access Pass to HQ locations with phased rollouts expected to have made significant progress by the end of 2014. Clear, simple guidance will be published to ensure that flexible working is managed effectively to support development of a positive flexible working culture by December 2015.</p>			<p>The programme is focused on:</p> <ul style="list-style-type: none"> <li>• establishing, monitoring and supporting departments on the momentum of change.</li> <li>• using departmental champions and pathfinders to improve overall momentum.</li> <li>• providing departments with the communication vehicles and tools to enhance programme delivery.</li> </ul> <p>A more <b>fundamental transformation in our ways of working</b> is now required:</p> <ul style="list-style-type: none"> <li>• by December 2015 all central departments will have flexible working cultures and improved IT in place to enable a more fundamental transformation in our ways of working;</li> <li>• a Smarter Working Charter will be in place by February 2015 to support and benchmark progress.</li> </ul>

