

Open Public Services 2012

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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

Open Public Services 2012

In July 2011, the Government published the Open Public Services White Paper. This agenda is driven by the Government's desire to make sure that everyone has access to the best possible public services, and that the best become better still.

Whatever our occupation or circumstances, we all have a shared interest in ensuring our public services are of the highest possible quality. In many cases, our public services are already among the best in the world. But too often they do not meet the expectations of citizens, or the aspirations of public sector professionals. And the people most let down by low-quality public services are those in greatest need – vulnerable people living in our poorest communities.

To improve quality for all, and particularly for the most vulnerable, we are determined to open up the provision of the public services and target funding at the most disadvantaged. The open public services agenda can make a dramatic difference by treating citizens as grown-ups – by giving them greater choice and control; genuine information on outcomes; and a stronger role for their communities. Improvements will be driven by putting the needs of citizens before producer interest, by using data transparency to put real information in people's hands, and by decentralising power to ensure that public service providers are accountable to the people that use them rather than to centralised bureaucracies.

This means replacing top-down monopolies with open networks in which diverse and innovative providers compete to provide the best and most efficient services for the public. It means re-thinking 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 for all, instead of attempting to run the public services from a desk in Whitehall, city hall or county hall.



Since July, the global and European economies have deteriorated; the fiscal pressures on the UK have increased; and the public demand for high-quality public services has remained intense.

Does this mean that the Government should now 'go slow' on its ambitions for public service reform?

Our answer is a resounding 'no'.

As we strain every sinew to promote growth and employment against the enormously difficult economic background, it has become increasingly clear that the medium- and long-term prospects for the UK's competitiveness, growth and jobs depend heavily on public service reform. To make the UK more competitive, we need to deliver improved infrastructure, improved education and training, improved healthcare, and increasing transfer from welfare into work. This can be achieved only by improving the public services that provide these public goods.

But, as the fiscal pressures intensify, it has also become increasingly evident that we cannot hope to provide the needed improvements in public services by spending yet more money on them.

The case for radical reform has therefore become even stronger over the last six months. Given the fiscal constraints, the only feasible way of making the gains in quality of service that our economy and society so urgently need is to make a step change in the productivity of the public services. And the only feasible way of achieving such a step change in public service productivity is to introduce competition, choice and accountability – so that the public services can display the same innovation and entrepreneurial drive that characterise the best of the UK's economy and society.



The Coalition Government has responded to the increased urgency by increasing the pace of the programme of bold public service reform in line with the agenda set by the White Paper.

We promised in the Open Public Services White Paper that we would provide regular reports on our progress in opening up public services. This paper, as well as giving details on the major reforms of the core services, also constitutes the first such progress report on our reforms across the public services as a whole, changing the way we operate by opening the door to innovation and enterprise through greater contestability and decentralisation in the provision of public services.

All government departments will start to report on progress against the Open Public Services White Paper priorities in their business plans in the spring, and the Government as a whole will report annually to Parliament on overall progress. However, much more remains to be implemented before 2015. We have only begun to achieve the changes that will be required before we can truly say that open public services deliver effective choice to citizens, are decentralised to the most appropriate level, are supplied by a diverse range of innovative providers, ensure fair access for all citizens, and are transparently accountable for the service levels and outcomes they deliver.

To ensure that citizens themselves have more powers to demand choice and control and to drive improvements in public services, we are also introducing new measures to make a reality of the choice and control that the open public services agenda is creating for citizens. At a minimum, this will involve an independent review of barriers to choice and raising the profile of choice through a 'You have the right to choose' campaign.

We are, therefore, launching a call to evidence to help us understand whether there is, or might in the future be, value in enshrining in legislation a right to choice. Draft clauses which provide an outline of what such legislation for an overarching right to choice might look like in a range of specified services for individuals can be found at <http://consultation.cabinetoffice.gov.uk/ops-calltoevidence/>.

The purpose of removing barriers to choice, encouraging people to exercise choice, and seeking evidence on potential legislation for a 'right to choose' is to create and embed a culture in which people can expect and demand the opportunity to exert control over the service they receive by choosing the provider that best suits their needs. We are also fostering the establishment of 'Choice Champions' who will promote choice in public services and provide independent scrutiny and challenge to providers and commissioners. In addition, we hope that Choice Champions will support citizens – particularly the vulnerable and disadvantaged – in making effective choices in public services. We will develop plans to raise awareness among citizens of the choices available in each service.

We want to empower people and to provide simple and effective forms of redress where they are unhappy with the choice or quality of public services. If a public service fails to meet **specified standards**, we want to ensure that this is put right and quickly.

That is why we will create choice frameworks to outline and raise awareness of the choices available in a number of individual public services. These will include a section explaining what people can do if their right to choose is not met.

Local complaints procedures will continue to be the first port of call to resolve issues with choice but, if a complaint about choice cannot be resolved locally, there should be a clear and simple process to escalate the complaint to the relevant independent complaints body, such as the ombudsmen. We are working with the ombudsmen to examine ways in which they can play an effective role, including ways in which they can:

- improve awareness and understanding of the role of ombudsmen in ensuring effective redress, as the final resort when people do not receive their right to choose;
- use their ‘name and shame’ power more effectively; and
- communicate unresolved issues to the relevant elected body, for instance to local councils in the case of the Local Government Ombudsman.

We are working with consumer groups to explore how we can improve the way in which users of public services can complain, including looking at how users receive clear information about their rights, the use of online technology to enhance the complaints procedure, and whether there would be value in developing a system for co-ordinating complaints about public services. 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.

We will also:

- extend commissioning approaches in central government to new areas to deliver better value for money, including publishing a pipeline of new contracts;
- examine whether providers have a sufficient right to appeal to an independent figure or organisation when they feel that they have been unfairly excluded from a commissioning process, and bring forward new proposals for consultation;
- look at ways of ‘levelling the playing field’ so that all qualified providers in appropriate public services can compete on fair terms;
- develop a set of continuity regimes in all the relevant public services, to ensure that essential services are maintained even where providers fail or risk failing – while ensuring in each regime that providers face real consequences when failure occurs; and
- ensure that key data about public services (including data about user satisfaction and performance of providers from all sectors) is in the public domain in a comparable and accessible form.



In **schools**, we have begun an ambitious programme of reform. To improve standards, we are promoting the creation of a new generation of autonomous schools, directly answerable to parents. We have established over 1,500 academies, with several hundreds more – month by month – entering in the pipeline, and we confidently expect the creation of many more Free Schools and University Technical Colleges by the end of the Parliament. All of this has run alongside the strengthening of the Government's role as a guarantor of fair access for children from less well-off families (through the Pupil Premium and new admissions guidelines), and a strengthening too of the Government's role as guarantor of minimum standards (through the new, tougher 'floor standards' which will rise over time, the reform of exam boards, and the provision for takeover of failing schools by successful counterparts).

We can now report on additional measures we will be taking to carry the school reform programme further.

- We will look at ways to increase the supply of good school places, within current spending settlements and fiscal rules. This will include reviewing the incentives for the creation of new schools, for good schools to take over worse schools, and for good schools to expand (as part of which we will consider schools' flexibility to borrow and to retain surpluses).
- We will also examine the rules around gifting land to Free Schools, to support these policy objectives.
- Our plans to create more academies and Free Schools are improving the quality of education, with more schools gaining autonomy over their resources, staffing and the curriculum. These reforms increase diversity by introducing new school structures, including academy chains and federations. We recognise that the roles and responsibilities of schools, the Department for Education and local authorities, and relationships between them, are changing. Some functions may be better performed at an area level, rather than by schools or at the centre. The Department for Education and the Local Government Association have worked with representatives from academies and maintained schools, and nine local authorities, to explore the different approaches to these new roles.
- Free Schools are, and will continue to be, driven by the demands of parents, teachers and local communities. Various partnership models are emerging to help groups realise their vision of high-quality local schools. For example, academy sponsors and school chains are supporting parents and communities to make their applications, and to run schools once they open. One parent-led group establishing a new Free School has sought the expertise of an experienced and well-regarded international education provider from the private sector. Such partnerships – whereby academy trusts, as non-profit and charitable bodies, can purchase services from external organisations – allow parents and other Free School founder groups to use the expertise of specialists for some functions. They can then focus energies on the priorities that drove their interest in setting up a school, e.g. governance, standards and the curriculum. We will not allow any school to be established or owned by a commercial organisation as happens in Sweden. Parents, community groups and charities are the driving force of this policy and must remain so.

We are also providing more **training** for our young people – and we are opening up the provision of further education and training so that every young person has the chance to acquire the skills they need to lead productive, fulfilling lives. The Government will deliver at least 250,000 more Apprenticeships over the Spending Review period than the previous Government had planned,

are funding at least 40,000 incentive payments for small firms to take on young apprentices, and have introduced a new £1 billion 'contract' for young unemployed people. The Youth Contract will provide nearly half a million new opportunities for young people, including Apprenticeships and work experience placements. It also marks an increase in the support and help available to young people through the Work Programme, Jobcentre Plus and Sector-Based Work Academies.



In **healthcare**, we believe in the NHS and its core principles – of treatment free at the point of use, funded from general taxation, and based on need and not ability to pay. That's why at the time of an international debt crisis we insisted on protecting health budgets.

At the same time, we are reforming the NHS. The number of people aged over 85 in this country will double in the next 20 years. And the cost of medicines is rising at a rate of £600 million a year. This means that, despite protecting the NHS budget, costs are rising at an unaffordable rate. To protect the NHS for future generations, we must be more efficient.

We want to free doctors and nurses to focus on quality, not narrow bureaucratic targets. That's why we've got rid of 18,000 administrators – including 6,300 managers – and employed 4,000 more doctors.

We're taking power away from bureaucrats and putting it into the hands of doctors and nurses who know their patients best. This will cut NHS bureaucracy by £4.5 billion over the next three years – every penny of this money will be reinvested into frontline patient care.

Competition has existed in the NHS for a long time. The last Government recognised that competition can help to ensure that money is spent efficiently and that patients get the very best treatment. Giving patients a choice about the kind of treatment they receive improves standards. A good example of this is allowing charities like Macmillan Cancer Support to expand their cancer care programmes across the NHS.

We have ensured that competition is always in the patient's interest. The new Health and Social Care Act ensures that cherry-picking of the most lucrative treatments by private providers is prohibited and that the focus will be on competition and on quality, never on price.

In the last 18 months, we've made a lot of progress in the NHS. And it's only getting stronger in our hands.

- Waiting times are low and stable, with the number of patients waiting over six months and a year for treatment at their lowest levels ever
- Hospital-acquired infections are at their lowest levels ever (MRSA is down a third and *C. difficile* is down 16 per cent in the last year).
- Mixed-sex wards have been almost entirely eradicated (down by 95 per cent).
- We have 4,000 more doctors, nearly 1,000 more midwives and 6,300 fewer managers than at the General Election.
- Our £200 million Cancer Drugs Fund has given nearly 12,000 people the drugs they would have been denied by the previous Government.

Now that the Act has passed, we will focus on its implementation on the ground. We now need to unlock the great potential of NHS staff, improve the quality of long-term care, and spread good practice – like hourly nursing rounds – across the country.

Clinical commissioning groups, made up of doctors and nurses, are already getting ready to build local services around their patients. Social enterprises are coming together, driving innovation throughout the NHS. And charitable groups are preparing to help deliver better services.

Our reforms are delivering real benefits already.

- The Dartford, Gravesham and Swanley Clinical Commissioning Group's focus on preventing hospital admissions saw a 33 per cent reduction in hospital attendances and admissions among care home patients over a six-month period.
- In Nottingham, the clinical commissioning group has reduced emergency admissions by working with all GP practices in the area to provide as much information as possible to patients about the new 111 service.
- A clinical commissioning group in Barnet has set up a community gynaecologist, helping over 400 women a month get this treatment closer to home, not in a hospital.
- A clinical commissioning group in Bedfordshire has set up a team to deal exclusively with care home emergency calls and arranged for vulnerable older people to be treated in their home, and made nearly a 40 per cent reduction in hospital visits.
- Bath and North East Somerset Clinical Commissioning Group has developed a simple blood test for GPs to improve care for heart failure patients which will save the NHS locally up to £60,000 a year, and benefit on average 10 patients at every practice in the catchment area.
- A clinical commissioning group in Torbay has set up an innovative fitness and exercise programme that has resulted in around 60 per cent of the people who attended the pilot course losing 5–10 per cent of their body weight.
- A clinical commissioning group in Wigan has redesigned stroke services and reduced the average hospital stay for patients from 56 days to 12 days, reducing A&E waits and saving £700,000 per year.

The NHS needs modernisation and investment to be protected for future generations. Over the next three years, we will deliver both.

Pilots will be carried out during 2012/13 to identify the best ways in which the NHS can offer patients choice of alternative providers, where non-emergency treatment within maximum waiting times is at risk – this will include a particular focus on orthopaedics services, where long waits persist. The pilots will identify and test good practice approaches for:

- *offering patients a choice of alternative providers*, where treatment within 18 weeks is at risk;
- *raising staff awareness* of patients' right to expect treatment within a maximum waiting time;
- *communicating with, and supporting patients*, to request an alternative provider where maximum waiting times are at risk; and
- *raising patient awareness* of their right to a maximum waiting time and how they can seek redress.

Lessons from the pilot will be available to support wider roll-out in 2013.

The Government is committed to extending patient choice of GP practice, so that patients have a clear ability to choose to register with a practice that is not restricted by where they live. General practice plays a crucial role in providing not only the first point of care for most patients but also in delivering continuity of care and supporting people in staying healthy. Patients should be able to register with the GP practice or practices that best meet their needs. The Department is working with the NHS and the 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. These pilots are located in Central London, Manchester/Salford and Nottingham City and will begin in April 2012. Primary care trusts (PCTs) will publicise the pilots widely in their areas, to ensure that patients are aware of the new options open to them. There will be an evaluation of the pilots, which will look at patient demand for greater choice, value for money and the impact on service provision. The pilots will enable us to test the practical issues involved, and identify the best way of extending choice beyond the pilot phase.

Personal health budgets are currently being piloted and, subject to the current evaluation, we have committed that the mandate to the NHS Commissioning Board will make it a priority to extend them more widely after the pilots, with clinical commissioning groups having the responsibility to deliver them. Individuals will be able to have personal budgets that include both their health and social care, enabling them to develop a joint or integrated plan and make the best use of the resources available to them.

These reforms will create new and innovative ways of delivering health services, drawing on the expertise of different types of provider working together to improve health outcomes. And all of this has run alongside an increased focus on the Government's role as guarantor of fair access (for example, through distributing public health resources based on need, including reducing health inequalities), and on the Government's role as a guarantor of minimum standards (for example, through the appropriate inspectors and regulators).

The Department of Health has published the findings of its performance and capability review of the Care Quality Commission (CQC). The review aimed to provide assurance to the public, the Department and Parliament that CQC was performing against its objectives and that CQC had the capability to meet its goals. The review was intended to provide both challenge and support to CQC in meeting its future challenges to ensure that the provision of services for patients and people in care met essential standards for quality and safety. The Department of Health's report sets out recommendations for action for CQC but also for the Department. Based on this review, both CQC and the Department will set out publicly details of how these recommendations will be taken forward.



We are moving forward fast with new plans to provide much more direct accountability of the **police** to the communities they serve. We have created web-based crime maps, so that people can see the crimes committed in each street in their neighbourhood, with over 47 million visits to the website so far. We have legislated to create elected police and crime commissioners in every police force in England and Wales, with elections to be held in each police area, outside of London, this November. And we will meet our commitment that police forces should hold regular neighbourhood beat meetings so that residents, armed with data on local patterns of crime, are able to challenge the police on the service they provide.



To promote movement from welfare to work, we have begun a fundamental reform of the **welfare system** – legislating for a new system of Universal Credit that will make work pay, introducing the Work Programme under which private and voluntary organisations are paid by the results they achieve in finding sustained employment for the workless, and beginning a highly focused programme in which local authorities, central government departments and other parts of the public sector are working together to tackle the multiple problems of the 120,000 most troubled families.



To improve the effectiveness of a range of **commissioned services**, we are rolling out new commissioning regimes based on payment by results.

In an effort to break the cycle of deprivation and rescue those who are dependent on drugs and alcohol, we are trialling a new programme of **drug recovery** in eight areas – Bracknell Forest, London Borough of Enfield, Kent, Lincolnshire, Oxfordshire, Stockport, Wakefield and Wigan. In these areas, drug and alcohol treatment will be provided by private and voluntary sector providers with payment by results for those providers whose clients recover. The aim is to focus on individual recovery in order to achieve better outcomes for the individual, their families and communities. Payments will be based on three high-level outcomes – free of drug(s) of dependence, offending, and health and wellbeing. The pilots will also link with local Work Programme providers to offer employment support.

We are also pressing forward in six cities with payment by results for private and voluntary sector organisations that **reduce re-offending** rates of ex-prisoners; and we now ensure that every prisoner who is claiming Jobseeker's Allowance enters the Work Programme from the moment of leaving jail – with special payment for providers who obtain stable employment for ex-prisoners, and additional payments in two trial areas for those providers who also reduce the re-offending rates of their clients. Twenty-seven local authorities are now also trialling payment by results for Sure Start **children's centres**; and 10 local authorities are testing payment by results regimes for the provision of support to **vulnerable adults**.

To drive better outcomes and value for money, we are **extending our commissioning approach** in new areas. For example, in prisons we have announced our most ambitious programme of prison competition, including trialling payment by results for the first time. We also want to make it easier for providers to identify potential opportunities and plan their business expansion. In November last year, we published our forward pipeline of contracting opportunities in ICT, estates and facilities management across central government.

In the wider public sector where there are thousands of commissioners – and will in future be many more – we want to establish a Commissioning Academy to drive the necessary commercial skills and confidence. In a world where more and more public services are commissioned from providers outside the public sector, we need to ensure that employees – and politicians – across central government and the wider public sector are equipped with the skills to engage knowledgeably and confidently with suppliers. This means understanding the need for outcomes-based procurement and a step change in thinking from line management to contract management. Working with commissioners across the public sector, we will reduce bureaucracy even further.

We are applying an equally ambitious approach to the way government itself operates. Digital delivery offers great potential to transform service delivery, so we have adopted a 'digital by default'

approach for those services that are capable of being delivered online, and we are significantly improving the quality of government's online presence to focus sharply around the needs of the citizen.

Alongside the focus on digital delivery, and as a core part of work to reform the Civil Service, Government Commercial Teams are working with individual departments to identify where new commercial models would accelerate reform and improve services. In some cases, this may involve high-quality in-house delivery; in other cases outsourcing may offer best value. We are particularly interested in the potential offered by mutual models, including mutual joint ventures, that give employees much greater say in the way their organisation is run, for example the model being considered for MyCSP.

To ensure that the benefits of mutualisation are available across the wider public sector, we are giving public sector staff new Rights to Provide – empowering employees to form public service mutuals to bid or request to take over the services they deliver. This will empower millions of public sector staff to become their own boss – **freeing up untapped entrepreneurial and innovative drive**. Public service mutuals are now well established in community healthcare, with thousands of public servants working in new mutuals with contracts worth almost £1 billion. We have extended these rights to new areas, including adult social care and NHS trusts, and we are looking to go further, in areas such as youth services, probation services, children's centres, and fire and rescue services. We have been actively working with fledgling mutuals on the ground, for example through the Mystery Shopper service and the Mutuals Information Service; and we are supporting some of the most promising and innovative mutuals to reach the point of investment readiness, through the Mutuals Support Programme – a fund of more than £10 million to contract for support in the form of business and professional services to groups of staff who want to form mutuals or existing mutual organisations in the public sector. A steady stream of applications is developing into a pipeline of projects.



Last, but by no means least, we are proceeding apace with the **transfer of powers** from central to local government, and from higher levels of local government to neighbourhoods.

The Localism Act has given local authorities a general power of competence, enabling them to do anything that is not specifically prohibited by law, devolving power from the centre to local government who are more responsive to citizen demands. We have removed ring-fencing from all central government revenue grants (except schools and a public health grant), leaving local government with greater freedom to allocate funds in the way best suited to their areas. We have legislated for referendums on mayors in our major cities. We are currently negotiating the transfer of a range of further powers and resources to major cities. And we are now legislating to allow local government to retain business rates – so that they are responsible for raising their own revenue through council tax, business rates and charges, rather than being dependent on central government grants. This will allow local government the power to engage in tax incremental financing – enabling them to fund key infrastructure in their local communities through borrowing against increased local tax revenues.

Meanwhile, to ensure that power comes right down to local communities and neighbourhoods rather than sticking in county or city halls, we have provided a Community Right to Bid for assets of community value and a Community Right to Challenge, enabling community groups, Neighbourhood Councils and staff to take over neighbourhood services; we will shortly be issuing guidance on the

transfer of assets from local authorities to Neighbourhood Councils and community groups; we have given every neighbourhood the power to take charge of planning in its area by producing a neighbourhood plan; we have established a Community Right to Build, giving neighbourhoods the right to take forward development without the need for a conventional planning application; and we have recently announced neighbourhood-level Community Budgets in 10 areas to develop new ways of giving citizens control over local public services.

Drawing on the responses we had from Neighbourhood Councils, local authorities, the National Association of Local Councils (NALC), the Local Government Association (LGA) and others to the Open Public Services listening exercise, and building on the strong set of local rights we have enshrined in the Localism Act, we will:

- consult in May on detailed proposals to make it easier to establish new Neighbourhood Councils. This will include looking at how Neighbourhood Forums (for example, those set up to put together neighbourhood plans under our planning reforms) can easily and straightforwardly form Neighbourhood Councils, should they wish;
- ask the LGA and the NALC to help us develop model schemes for Neighbourhood Councils by summer 2012, making clear what powers can be devolved to neighbourhoods, the kinds of assets that can best be managed at community level, and the roles and responsibilities of Neighbourhood Councils and local authorities; and, to address the challenge of how a Neighbourhood Council can become more involved in local service delivery where there may be resistance from principal authorities; and
- create an open, easy-to-use mechanism for residents to record their experiences, identify any obstacles, and create new social networks. This will also provide an opportunity for recognition of those principal authorities who provide an exemplary service in supporting the transfer of power to Neighbourhood Councils.

We anticipate that – taken together with the raft of new rights we have introduced to empower local people in the Localism Act – these proposals will lead to a significant shift in power down to neighbourhood level.

We will review the implementation of these policies in 2013, and consider the need for further action (including legislation) to help communities realise their local ambitions.



Through these major reform programmes, the Government is beginning to bring about a change in the fundamental nature of the UK's public services.

In place of centralised control of local governments and local services, we have been localising neighbourhood services and freeing local governments from central control.

In place of a one-size-fits-all approach for individual services, we are enabling people to decide between different providers, and we are making sure that the taxpayer's money follows the decisions that each individual makes so that priority is given to what the individual believes is in their own best interest.

In place of monolithic public sector agencies, we are opening centrally commissioned services to diverse providers, paid in accordance with the services they provide and the results they achieve.

The effect of these fundamental shifts in the nature of our public services will be to change the culture within them – promoting much greater freedom, much greater scope for innovation, and much more consistent pressure to achieve the highest possible standards.

Our reforms are also changing the very definition of what it is to be a public servant. In the past, it has too often been assumed that only those on the payroll of public sector agencies can be public servants. In the world we are now entering, all those who serve the public will have a right to be recognised as public servants – regardless of whether the organisations for which they work are traditional public sector agencies, independent trusts, employee mutuals, private enterprises, social enterprises or community groups. Dedication to the provision of high-quality public services should be recognised as the hallmark of the public servant, regardless of which particular type of employer he or she happens to work for.



The Open Public Services White Paper made clear that improving and opening up public services is a central mission of the Coalition Government. We believe that public service reform is as important a contribution to the public interest as the restoration of our public finances, the rebalancing and greening of our economy, the increase of freedom, the creation of a bigger and stronger society, and the promotion of social mobility.

As this paper demonstrates, we have made significant strides towards the goal of truly open public services since the publication of the White Paper. But we know that there is much more to be done, and we are committed to working with pace and vigour to implement further radical reform in order to make a real difference to the effectiveness and efficiency of public services by the end of this Parliament.

Oliver Letwin MP
Minister for Government Policy

Danny Alexander MP
Chief Secretary to the Treasury



Chapter 1: Individual services

We will establish a framework for choice in individual services, including health services; adult social care; early years childcare provision; schools; and further education. 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	We 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	Progress made
Update	As part of our commitment to exploring options for enshrining in legislation an overarching right to choice in individual services, we are launching a 'call to evidence'. We will seek evidence on whether there is value in enshrining a right to choice in legislation, its potential impact, including on specific policies and programmes, and what such legislation might look like. Evidence submitted will inform decision-making on whether or not it may be necessary and appropriate to take steps to introduce legislation during this Parliament or in the future. To respond to the call to evidence, please visit: www.openpublicservices.cabinetoffice.gov.uk

Activity	Meaningful right to choice and control
Commitment	Our preference is that power over the public services that people use as individuals should go to those individuals, wherever possible.
Status	Now starting
Update	Where choice is available, everyone should be able to exercise it. To address the barriers to choice, we will instigate an independent review to identify the factors that prevent people from understanding and exercising the choices available to them in using specified individual services. The review will focus specifically on the experiences of the most vulnerable and disadvantaged people in exercising choice. The name of the independent reviewer and more details will be announced shortly.

Activity	Meaningful right to choice and control
Commitment	We will establish frameworks for choice in individual services.
Status	Now starting
Update	<p>Choice frameworks will be created to outline and raise awareness of the choices available in a number of individual public services. Departments will draw up these choice frameworks from June 2012 for relevant services, including: health services in England; adult social care in England; further education; schools in England; and early years childcare provision.</p> <p>The frameworks will:</p> <ul style="list-style-type: none"> • set out what choices should be available to people as described in current policy or legislation; • set out who will be responsible for providing this choice; • set out (or signpost to) relevant quality standards, inspections and licensing requirements; • signpost to sources of information to help people make informed decisions; and • explain how people can make a complaint if they are unable to exercise their right to choose as set out in a framework.

Cross-cutting commitments

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	We have made significant progress in rolling out personal budgets and direct payments for users of adult social care and disabled adults, as described in later sections of this table. We have given a commitment that all families of children with special educational needs (SEN) and/or disabilities who have an Education, Health and Social Care Plan will have the option of a personal budget by 2014. The implementation of this commitment is currently being tested through 20 local SEN and disabilities Green Paper pathfinders (covering 31 local authorities and their health partners).

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	We are fostering the establishment of 'Choice Champions' who will promote choice in public service and provide independent scrutiny and challenge to providers and commissioners. In addition, we hope that Choice Champions will support citizens – particularly the vulnerable and disadvantaged – in making effective choices in public services. We will develop plans to raise awareness among citizens of the choices available in each service.

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	We have made significant progress in releasing user satisfaction, spending and performance data in individual service areas. In addition, government departments will be required to set out their plans for publishing standardised user experience and feedback data in their information strategies as part of the business plan refresh in the spring of 2012.

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. For example, how would requirements on performance data and information transparency be extended to private companies and voluntary sector organisations providing public services?
Status	In progress
Update	We will set out the scope for which organisations will be covered by open data requirements in spring 2012.

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	We have targeted funding in a number of individual services to promote fair access. We are continuing to work to ensure selection criteria, guidance and targeted funding help the poorest people and promote social mobility.

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	Not yet started
Update	We intend to issue a Rural Statement in 2012 setting out the Government's commitment to rural communities and explaining what is being done to promote rural needs and interests. This document will highlight action being taken across government to ensure fair access to particular services for rural residents. It will also include 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	As part of the delivery of the Open Public Services Programme, it is important to ensure that the needs of rural communities (and of people not connected to broadband) are taken into account. Departments will work with Defra's Rural Communities Policy Unit to ensure that their business plans and programmes reflect rural implications, and respond accordingly.

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>The new choice frameworks for individual services will include a section explaining what people can do if their right to choose is not met. Local complaints procedures will be the first port of call to resolve issues with choice. If a complaint about choice cannot be resolved locally, there should be a clear and simple process to escalate the complaint to the relevant independent complaints body, such as the ombudsmen. We are working with the ombudsmen to examine ways in which they can play an effective role, including ways in which they can:</p> <ul style="list-style-type: none"> • improve awareness and understanding of the role of ombudsmen in ensuring effective redress, as the final resort when people do not receive their right to choose; • use their 'name and shame' power more effectively; and • communicate unresolved issues to the relevant elected body, for instance to local councils in the case of the Local Government Ombudsman.

Personal care and support

Activity	Meaningful right to choice and control – users of adult social care and carers
Commitment	Since the introduction of personal budgets in 2008, users of adult social care and carers have had increasing choice and control over their care and support. <i>A Vision for Adult Social Care</i> (published in November 2010) outlined the Government's ambitions in this area.
Status	In progress
Update	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.

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 and a suitable choice about their care, people also need advice and information.
Status	In progress
Update	In <i>A Vision for Adult Social Care</i> , we outlined our plans for accelerating reforms in this area. In particular, we asked councils to provide eligible users of ongoing social care with a personal budget, preferably as a direct payment, by April 2013.

Activity	Funding follows individual choice – SEN and disabilities
Commitment	Our Green Paper on SEN and disabilities (published in March 2011) set out our commitment to offering 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>Twenty pathfinders, covering 31 local authorities and their primary care trust (PCT) partners, are testing out the main proposals in the SEN and disabilities Green Paper. They are examining:</p> <ul style="list-style-type: none"> • a single education, health and care plan from birth to 25 years, focusing on improving outcomes for disabled children and their parents and carers; and • personal budgets for parents and carers of disabled children and those with SEN so that they can choose which services best suit the needs of their children. <p>We are also piloting Right to Control personal budgets for disabled adults in seven areas and published the initial findings from these pilots in February 2012.</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	We are working with several local councils to explore how personal budgets could be used for the Supporting People scheme. These councils are currently developing their own local approach, with a view to delivering the first Supporting People personal budgets in 2012.

Personal care and support

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	We have a clear ambition to introduce, over time, a right to a personal health budget for patients who would benefit from one. Personal health budgets are currently being piloted and, subject to the current evaluation, we have committed that the mandate to the NHS Commissioning Board will make it a priority to extend them more widely after the pilots, with clinical commissioning groups having the responsibility to deliver them. Individuals will be able to have personal budgets that include both their health and social care, enabling them to develop a joint or integrated plan and make the best use of the resources available to them.

Activity	Service users are well informed about the options available – adult social care
Commitment	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. Indeed, both the Law Commission and the Dilnot Commission's independent reports into social care funding as well as the Government's own engagement exercise have all highlighted the importance of receiving good information and advice. High quality information and advice is particularly important to people making choices about adult social care services if they have never used those services before.
Status	In progress
Update	We will set out our plans for providing information in the forthcoming Social Care White Paper and Information Strategy.

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	Our plans for ensuring fair access to social care will be set out in the forthcoming social care White Paper.

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	In progress
Update	Quality was a key theme of the recent Department of Health engagement exercise. Our plans for improving quality in social care will be set out in the forthcoming social care White Paper.

Personal care and support

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 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	In February 2012 the Department of Health published the findings of its performance and capability review of CQC. The review aimed to provide assurance to the public, the Department of Health and Parliament that CQC was performing against its objectives and that it has the capability to meet its goals in the future. The Department of Health's report sets out recommendations for action for CQC and also for the Department of Health. Based on this review, both CQC and the Department will set out publicly details of how these recommendations will be taken forward.

Activity	There is a means of redress if an individual does not receive their right to choose – adult social care
Commitment	There are procedures in place in every local authority to investigate complaints about the standard of care and instances where choice has been denied. The Local Government Ombudsman may investigate if a complaint is not suitably addressed by the local authority.
Status	Complete
Update	

Early years

Activity	Meaningful right to choice and control – early years education
Commitment	All 3- and 4-year-olds currently have access to 15 hours of free early education for 38 weeks of the year. Parents can choose from a range of providers offering different types of early years education and different patterns of hours. The Government has pledged to extend this to around 40 per cent of 2-year-olds by 2014.
Status	In progress
Update	We have consulted on measures to increase the flexibility of the offer and the choice for parents. This consultation closed on 3 February 2012. New guidance will be published shortly and will come into force in September 2012.

Activity	Funding follows individual choice – early years education
Commitment	Local authorities are responsible for funding free early education for 3- and 4-year-olds. From April 2011 this has been through the early years single funding formula which ensures that funding follows parents' choices.
Status	In progress
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 free 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. Early years funding is also included in the current review of education funding, which looks to ensure that funding is more fully distributed between different parts of the country. The funding formula is designed to simplify local funding arrangements to make the childcare market clearer and more transparent to parents.

Activity	Service users are well informed about the options available – early years 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	Supported by a grant from the Department for Education (DfE), the Daycare Trust is promoting the development of local 'Parent Champions' to offer advice and information to their fellow parents.

Activity	Access is fair and the poorest are advantaged – early years education
Commitment	By 2014, the Government will extend the existing entitlement to free early education for all 3- and 4-year-olds to around 40 per cent of 2-year-olds, starting with the most disadvantaged children.
Status	In progress
Update	This initiative is supported by strong evidence about the impact it will have on social mobility. We are working to ensure that there are enough places in good quality education settings to support the extra provision for younger children. This extension should help early years education providers in disadvantaged areas to grow. We are assessing what other barriers there are to good providers expanding in deprived areas and what could be done to change this.

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.
Status	In progress
Update	<p>We are committed to raising quality in early years education and we are looking to see how this can be improved; in particular, whether we can reduce bureaucracy for providers and professionals. The new early years framework sets standards for the learning, development and care of children from birth to five and describes the requirements against which Ofsted will inspect providers.</p> <p>We have consulted on revised statutory guidance for the delivery of the free entitlement to early education, as well as on new procedures to assess whether there is sufficient early education and childcare provision. Our aim is to improve the transparency of the early education market and to ensure that there are clear lines of accountability to parents and the public for the quality of service provided. New guidance will be published shortly and will come into force in September 2012. The guidance will include new criteria defining the eligibility of early years education providers. This will help to ensure that providers who are funded to deliver free places are of a high quality.</p>

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.
Status	In progress
Update	Ofsted uses the early years foundation stage as the basis of its regulatory work. It has an exacting registration process which includes carrying out face-to-face checks on people and premises. The new inspection framework from September 2012 will focus 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.

Activity	There is a means of redress if an individual does not receive their right to choose – early years education
Commitment	The entitlement to early education for 3- and 4-year-olds (and, from September 2013, some 2-year-olds) is established in statute. If parents do not receive their entitlement to free 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 Education Act 2011 permits extension of the entitlement to early education for 2-year-olds. The regulations putting this into practice will be laid before Parliament and will come into force from 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	Not yet started
Update	We will look at ways to increase the supply of places in good schools within the limitations of current spending agreements and fiscal rules. This will include reviewing the incentives for the creation of new schools, for good schools to take over worse schools and for good schools to expand (as part of which we will consider schools' flexibility to borrow and to retain surpluses). We will also examine the rules about gifting land to Free Schools, to support these policy objectives.

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	The Chancellor's Autumn Statement 2011 announced that £600 million would be used to deliver an extra 40,000 school places in local authorities which have the greatest demographic pressures.

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	Twenty-four Free Schools are now open and 61 have been approved to open from 2012 onwards. Around 100,000 extra places will be created in Free Schools opening by 2015, including at least 20,000 from the 100 new Free Schools announced in the Autumn Statement.

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 1 March 2012, there are 1,635 academies open in England. The Chancellor's Autumn Statement announced an extra £600 million to fund 100 further Free Schools by the end of this Parliament. This will include new specialist maths Free Schools for 16–18-year-olds.

Schools

Activity	Funding follows individual choice – school funding
Commitment	The Government is committed to making schools funding more fair between different parts of the country.
Status	In progress
Update	<p>The Government issued <i>School funding reform: Next steps towards a fairer system</i> (March 2012). The reforms announced in this document will improve local decision-making about funding for schools. They will ensure that local funding formulae are simpler, are more consistent and are focused on factors that affect pupil attainment rather than school premises. They will ensure that as much funding is delegated to schools as possible, rather than being held centrally.</p> <p>New, more consistent and transparent arrangements for funding the education of high-needs pupils and students are also set out in this document. These improvements will mean that there is greater choice for these children, students and parents.</p> <p>The reforms will also pave the way for introducing a national funding formula in the next Spending Review period.</p>

Activity	Service users are well informed about the options available – schools data
Commitment	Parents should be able to see school-level data for both primary and secondary schools on educational achievements, levels of SEN, absence levels and some school-level expenditure data. Parents can already access Ofsted inspection reports.
Status	Complete
Update	

Activity	Service users are well informed about the options available – school league tables
Commitment	The Government is committed to publishing data on the English Baccalaureate in league tables, giving the proportion of students achieving five A* to C grades in English, maths, a science subject, history or geography and a language.
Status	Complete
Update	Data on the English Baccalaureate has been published since January 2011. The English Baccalaureate emphasises the importance of a core set of academic subjects, ensuring that doors are not closed to the brightest students from any background.

Activity	Service users are well informed about the options available – school league tables
Commitment	The Government has made data available to enable parents to see how effective their school is at teaching high-, average- and low-attaining pupils across a range of subjects.
Status	Complete
Update	This commitment was partly met through the publication of primary school performance tables on 15 December 2011. It was completed with the publication of secondary school performance tables on 26 January 2012.

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	In progress
Update	DfE is working to open up access to data from the National Pupil Database so it can be used to monitor the performance of schools in depth from June 2012. We are currently working to establish exactly what information we will be making available and how we will make it available. We will make further announcements in the next quarter.

Schools

Activity	Service users are well informed about the options available – schools data
Commitment	The Government is committed to bringing together school spending data, school performance data, pupil cohort data and Ofsted judgements for the first time, in a parent-friendly portal, searchable by postcode.
Status	Complete
Update	This commitment was partly met through the publication of primary school performance tables on 15 December 2011. It was completed with the publication of secondary school performance tables on 26 January 2012.

Activity	Service users are well informed about the options available – schools data
Commitment	The Government will publish data on the educational achievements of students who are eligible for the Pupil Premium.
Status	Complete
Update	This commitment was partly met through the publication of primary school performance tables on 15 December 2011. It was completed with the publication of secondary school performance tables on 26 January 2012.

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 go on to further education, employment and training.
Status	In progress
Update	Data testing for the first phase of the measures is almost complete and the Government is on track to publish key stage 4 and 5 education measures in July 2012.

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	In progress
Update	Currently, all school admission authorities are required to consult on and publish their admissions arrangements for every point of entry (i.e. reception in primary schools or year 7 and sixth form for secondary schools). Local authorities are also required to publish a composite prospectus which sets out the admission arrangements, including oversubscription criteria, for all schools in their areas. This is available to parents before they apply for a school place.

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	Now starting
Update	The schools funding formula includes weighting for pupils with SEN, for pupils for whom English is an additional language, for other specific learning needs and for pupils who receive free school meals.

Schools

Activity	Access is fair and the poorest are advantaged – school admissions
Commitment	The Department for Education will consult on proposals for a new Admissions Code, including whether academies and Free Schools should be able to prioritise children receiving the Pupil Premium.
Status	Complete
Update	The new Admissions Code came into force on 1 February 2012. This includes provision for academies and Free Schools to give priority in their admissions arrangements to pupils receiving the Pupil Premium. It also extends the existing priority afforded to looked-after children to previously looked-after children who have, for example, been adopted. The new code takes effect in time for the September 2013 intake.

Activity	Access is fair and the poorest are advantaged – the Pupil Premium
Commitment	The Government is committed to funding a significant premium for disadvantaged pupils from outside the schools budget by reductions in spending elsewhere.
Status	Complete
Update	From the 2011/12 academic year, the Pupil Premium is part of the schools funding formula. In total, the Government will be spending £2.5 billion per year on the Pupil Premium by the end of the Spending Review period.

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	Our plans to create more academies and Free Schools are improving the quality of education, with more schools gaining autonomy over their resources, staffing and the curriculum. These reforms increase diversity by introducing new school structures, including academy chains and federations. We recognise that the roles and responsibilities of schools, DfE and local authorities, and the relationships between them, are changing. Some functions may be better performed at an area level, rather than by schools or at the centre. DfE and the Local Government Association have worked with representatives from academies and maintained schools, and nine local authorities, to explore the different approaches to these new roles.

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	Of the Free Schools opening in 2011, half are located in the 30 per cent most deprived communities. Of the Free Schools aiming to open from 2012 onwards, more than two-thirds have proposed sites in the 50 per cent most deprived areas of the country.

Schools

Activity	Providers meet basic quality requirements – schools
Commitment	DfE 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	We have established the new 'floor' standards for academic performance and introduced primary school 'floor' standards nationally for the first time. The 'floor' standards for primary schools measure the percentage of pupils achieving Level 4 in English and maths and the percentage of pupils progressing by the expected number of levels. In secondary schools, these standards will rise over time – the current average performance will become the new 'floor' by 2015 and all schools will be expected to show at least 50 per cent of pupils achieving five good GCSEs including English and maths.

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 streamlined Ofsted framework will help to do this. In addition, proposed changes to the Ofsted rating system will replace 'satisfactory' with 'requires improvement' and will improve data transparency in performance tables.

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 Government has consulted on a draft programme of study for 16–19-year-olds for implementation in 2013. This sets out the expectation that all schools, colleges and other education providers will ensure that students who have not already achieved English and maths GCSE grades A*–C should take a course which either leads directly to these qualifications or which provides significant progress towards them. In addition, the Department for Education has established 'floor' standards for schools, setting minimum expectations for attainment and progression, 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.

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. 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 ask Ofsted to inspect the school. As a last resort, local authorities can escalate concerns to the Secretary of State.
Status	In progress
Update	Ofsted focuses on schools' core educational purpose, and has released 'outstanding' schools from all routine inspection. Ofsted will deliver a proportionate inspection regime which will target schools 'requiring improvement' more frequently and the new framework will make it harder for schools to hide behind superficially respectable results.

Schools

Activity	Minimum standards are enforced by the appropriate inspectors or regulators – schools
Commitment	Parents can appeal to an independent panel if they are refused a place at a school they applied for.
Status	Complete
Update	A revised School Admissions Appeals Code came into force at the same time as the Admissions Code on 1 February 2012.

Higher education

Activity	Meaningful right to choice and control – higher education
Commitment	The Government will consult on removing barriers to entry to the higher education sector, to give students greater choice of provider.
Status	Complete
Update	These issues were consulted on in the higher education White Paper, <i>Students at the Heart of the System</i> (published in June 2011), and in the technical consultation document – <i>A new, fit-for-purpose regulatory framework for the higher education sector</i> (August 2011). The Government is considering the responses to these consultations and will publish its response in due course.

Activity	Meaningful right to choice and control – higher education
Commitment	From 2012, any first-time undergraduate who is accepted to study full time at a higher education institution will be entitled to a loan to cover the cost of their tuition. Many part-time students will be able to get tuition loans for the first time.
Status	Complete
Update	The regulations implementing the new student support package, the Education (Student Support) Regulations 2011, are now in force. Regulations covering maximum tuition charge caps for 2012/13 were laid before Parliament in February 2012 while regulations on the repayment terms of loans for students entering higher education from September 2012 will be laid in spring 2012.

Activity	Meaningful right to choice and control – tuition fees
Commitment	No first-time undergraduate student will be asked to pay for tuition up front from 2012 onwards.
Status	Complete
Update	The Education (Student Support) Regulations 2011, now in force, provide for this.

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	These issues were consulted on in the higher education White Paper – <i>Students at the Heart of the System</i> and in the technical consultation document – <i>A new, fit-for-purpose regulatory framework for the higher education sector</i> . The Department for Business, Innovation and Skills (BIS) is considering the responses to these consultations and will publish its own response in due course.

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	BIS ministers, legal advisers and statisticians are considering how this might apply to the higher education sector.

Higher education

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. A new central website will provide comparable information through the key information set (KIS). KIS contains areas of 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.
Status	In progress
Update	The Unistats website already provides information on National Student Survey results, entry qualifications, progression rates, graduate destinations, employment and salaries. Work is under way to develop a new website to replace Unistats and provide access to all KIS data. We expect this to be in place by September 2012.

Activity	Service users are well informed about the options available – higher education data
Commitment	From summer 2011, statistics on average graduate salaries will be added to Unistats.
Status	Complete
Update	Information on graduate salary averages was made available on the Unistats website in August 2011, and will be included in the KIS.

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	HEFCE and the Higher Education Statistics Agency are working to increase response rates to surveys on leaver destinations from higher education institutions. These surveys provide data on graduate employment and salaries. We are also exploring other ways of obtaining graduate salary information, so that it can be made publicly available.

Activity	Service users are well informed about the options available – higher education data
Commitment	The Government is encouraging higher education institutions to publish anonymised information for prospective and existing students about the teaching qualifications, fellowships and expertise of their teaching staff at all levels.
Status	Complete
Update	HEFCE is exploring how best to achieve this and will investigate and then advise BIS on what would be most useful for students.

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	HEFCE will commission two strands of research to run concurrently: to investigate the information needs of postgraduate students and consider how they could be met; and to investigate the feasibility of developing a survey of taught postgraduate students. Drafts of the invitations to tender for this work are now being finalised with the intention of releasing them for competitive tender through the <i>Official Journal of the European Union</i> process and of appointing consultants by spring 2012.

Higher education

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	HEFCE is working with sector partners, including the Quality Assurance Agency for Higher Education (QAA), the Higher Education Academy and the National Union of Students, to investigate good practice in student evaluation of modules/units before advising on publishing survey results.

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	In progress
Update	UCAS has prepared information on some of the most popular qualifications held by students entering the higher education system and is working with awarding bodies to increase the range of qualifications covered. Publication is expected in spring 2012. The specific entry requirements for each course (and the full range of qualifications accepted) are generally also provided by higher education institutions in their UCAS entry profile, in their prospectuses and on their websites. This information may cover details of access courses, the interview process, auditions and portfolio reviews where applicable.

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	In progress
Update	The KIS should be available on university and college websites from September 2012. Prospective students will be able to follow a link from this data to the new centrally developed website that will replace Unistats, helping them to compare information at course level across a number of institutions.

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	Each eligible full-time student will receive a benefit of at least £3,000 (with pro rata awards for part-time students). Awards will be as determined by institutions and can be fee waivers or discounts; a free foundation year, discounted accommodation costs or other institutional service; or a financial bursary of up to £1,000. The Government is funding the programme with £50 million in the first year (2012/13), rising to £100 million in 2013/14 and £150 million in 2014/15. Institutions will be expected to match the Government's contribution. A preliminary report from independent evaluators on how institutions are setting up the programme will be available in spring 2012.

Higher education

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	In progress
Update	By December 2011, the Director of Fair Access had approved access agreements with 149 institutions that will charge more than the basic amount for at least one course from 2012/13. Through these agreements, institutions plan to invest £620 million a year by 2015 on access and retention 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	In progress
Update	Additional resources have already been made available to OFFA during 2011/12 and budgets for 2012/13 will be announced shortly. During 2012, we will discuss the eventual size and structure of OFFA with the new Director of Fair Access.

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 OFFA's 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	In progress
Update	In February 2012, Professor Les Ebdon was announced as the next Director of Fair Access. He will take up the post later this year.

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	Delayed
Update	This has been rescheduled to take account of the revisions to Access Agreements that OFFA approved in December 2011.

Activity	Access is fair and the poorest are advantaged – student grants
Commitment	From September 2012, students with a household income of under £25,000 will have access to the full non-repayable maintenance grant of £3,250.
Status	Complete
Update	Combined with their maintenance loan entitlement, this brings students' total support to £7,125 per year – or more if they are living away from home and studying in London. Along with up-front loans to cover the cost of tuition and repayment terms which protect the lowest earners, this should help to make higher education more accessible to people, regardless of their background.

Higher education

Activity	Access is fair and the poorest are advantaged – higher education application process
Commitment	UCAS is currently undertaking a review of the higher education application process to ensure fair access and is expected to report in spring 2012.
Status	In progress
Update	We will await the outcome of the UCAS review. 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.

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 QAA, which reviews the performance of universities and higher education colleges.
Status	In progress
Update	This issue was consulted on in the recent higher education White Paper, <i>Students at the Heart of the System</i> , and in the technical consultation document – <i>A new, fit-for-purpose regulatory framework for the higher education sector</i> . The Government is considering the responses to these consultations and will publish its response in due course.

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	HEFCE plans to consult in the spring of 2012 on the operation of a risk-based approach to quality assurance, including the criteria and triggers which will be central to such an approach.

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	This issue was consulted on in the higher education White Paper, <i>Students at the Heart of the System</i> , and in the technical consultation document – <i>A new, fit-for-purpose regulatory framework for the higher education sector</i> . The Government is considering the responses to these consultations and will publish its response in due course.

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	This issue was consulted on in the higher education White Paper, <i>Students at the Heart of the System</i> , and in the technical consultation document – <i>A new, fit-for-purpose regulatory framework for the higher education sector</i> . The Government is considering the responses to these consultations and will publish its response in due course.

Higher education

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	In progress
Update	The Government considers the publication of student charters to be best practice. We have asked HEFCE to report back by September 2012 on the extent to which student charters are already adopted at higher education institutions around the country and whether they should be made mandatory in the future.

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	In progress
Update	The White Paper confirmed the need for a complaints scheme, which is currently operated by OIA. OIA was established under the Higher Education Act 2004 and, through this legislation, all universities are members of the scheme. After considering individual cases, OIA can recommend a range of actions including paying compensation to students.

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	This issue was consulted on in the recent higher education White Paper, <i>Students at the Heart of the System</i> , and in the technical consultation document – <i>A new, fit-for-purpose regulatory framework for the higher education sector</i> . The Government is considering the responses to these consultations and will publish its own response in due course.

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	In progress
Update	From April 2012, the OIA will publish summaries of its decisions. This will allow students and student representatives to see if there is a pattern of complaints against an institution being upheld.

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	The OIA has consulted with the higher education sector on effective complaints handling and supporting early resolution. The OIA expects to announce the initial outcome of this consultation at its 2012 General Meeting.

Higher education

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	This issue was consulted on in the recent higher education White Paper, <i>Students at the Heart of the System</i> , and in the technical consultation document – <i>A new, fit-for-purpose regulatory framework for the higher education sector</i> . The Government is considering the responses to these consultations and will publish its own responses in due course.

Further education and skills

Activity	Meaningful right to choice and control – further education and skills
Commitment	<i>New Challenges, New Chances</i> (published in August 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	The policies outlined in the remainder of this chapter set out the steps the Government is taking to deliver this.

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. To support this, through the Education Act 2011, we have removed a number of restrictions and controls on college corporations, putting colleges on a similar footing to charities operating within the independent/private sector.
Status	Now starting
Update	The provisions of the Education Act 2011 come into force in 2012. In February, a governance summit hosted by the Association of Colleges (AoC) and supported by BIS launched a programme to support college governors in implementing this agenda. Key sector-based bodies (the Learning and Skills Improvement Service (LSIS), AoC, I57 Group, the National Institute of Adult Continuing Education and the Skills Funding Agency) are working together to develop this programme of support.

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, including by encouraging more small employers to take on new young apprentices.
Status	Now starting
Update	The incentive programme for employers started in February 2012, with payments of £1,500 split 50:50 so that employers receive half at the start of an Apprenticeship and the balance later, in order to encourage them to create sustainable employment. Partly through the Youth Contract, we will provide up to 40,000 incentive payments.

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	Now starting
Update	The second round of bidding closed on 23 March 2012; successful bids will be announced in May/June. In total £25 million has been made available for the development of new Apprenticeship frameworks up to degree level.

Further education and skills

Activity	Meaningful right to choice and control – skills
Commitment	The Government will provide full funding for young adults aged 19 to 24 to enable them to gain the skills to continue into further learning and/or move into employment.
Status	Complete
Update	The Skills Investment Statement stated that full government funding for the 2012/13 academic year will be available to adults aged 19 or over who are receiving Jobseeker's Allowance or Employment and Support Allowance (for a work-related activity) and those on wider benefits to help them access pre-employment skills training.

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	Now starting
Update	The Skills Investment Statement confirmed that the Government will share the costs of training with learners aged 24 and over. Starting from the 2013/14 academic year, learners aged 24 and over will have access to FE loans for studying at Level 3 and higher.

Activity	Funding follows individual choice – skills
Commitment	The Government will support unemployed people on benefits who are looking for work in accessing training courses that are relevant to the labour market and will help them to improve their skills or retrain to get a job.
Status	Complete
Update	The Skills Investment Statement stated that full government funding for the 2012/13 academic year will be available to adults aged 19 or over who are receiving Jobseeker's Allowance or Employment and Support Allowance (for a work-related activity) and those on wider benefits to help them access pre-employment skills training.

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. This will help FE colleges and other learning providers to respond more flexibly to learner and employer needs.
Status	Now starting
Update	A single funding system is to be introduced from the 2013/14 academic year. A dual system will be run in the 2012/13 academic year, enabling the changes to be fully tested.

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	Now starting
Update	FE loans are to be introduced from 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	Now starting
Update	We are currently considering what level of detail about the quality of courses will be made available. A final decision is expected by summer 2012.

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	Now starting
Update	A pilot of the common information set is planned for summer 2012, with a formal launch planned for January 2013.

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	Now starting
Update	By January 2013.

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 website, so that learners can find information, advice and guidance (and compare provider quality) on a single national site.
Status	Now starting
Update	From April 2012, the National Careers Service website will link to each education provider's page on the FE Choices website. Work is under way to integrate the two sites further by April 2013.

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	Now starting
Update	The National Careers Service starts in April 2012. Enhanced co-location pilots with jobcentres have been running since September 2011 and will expect to include other locations throughout 2012.

Further education and skills

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	Now starting
Update	Lifelong Learning Accounts are now available and enable learners to search for careers information filtered by location, age and previous search requests. Account holders are also able to opt in to receive email and SMS nudges reminding them of the service and what it offers. We will also be working to encourage more communication between learners and between learners and providers over the next three months.

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	Now starting
Update	<p>In the 2012/13 academic year, we will pilot a number of different locally based community learning trust models which will channel government funding for community learning and lead the planning of local learning provision. We expect to publish a prospectus for community learning trust pilots in April 2012. This will explain the trusts' vision and objectives.</p> <p>We expect to receive bids that reflect the needs of different communities (e.g. rural and urban communities). If the community learning trust model proves to be effective for different types of community, we will roll out the projects across England. The new trusts will take account of the views of local government, community and business leaders to ensure that the budget is implemented in ways that meet local needs.</p>

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	Now starting
Update	Frank McLoughlin, Principal of City and Islington College, has been appointed as commission chair and other commissioner posts have been advertised. The commission will be in place by April 2012.

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	Now starting
Update	The review was launched on 2 February, chaired by Lord Lingfield. An interim report will be published by April 2012, with a final report by July 2012.

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 LSIS to work with the sector and provide funding to develop new kinds of training for teachers.
Status	Now starting
Update	A bursary and funding scheme will be in place from mid-2012.

Further education and skills

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	Now starting
Update	Pilots will be launched in 2012/13.

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	Now starting
Update	A new Register of Training Organisations was launched on 18 January 2012. This has been significantly streamlined from its predecessor (ACTOR).

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	Now starting
Update	The review is expected to begin shortly.

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. DfE is developing a similar approach to minimum standards to apply across 16–18 learning provision.
Status	Now starting
Update	New standards will be implemented in autumn 2012 and will apply from September 2013. DfE's standards for 16–18 provision will also apply from the academic year 2013/14.

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	Now starting
Update	BIS has been working closely with the Skills Funding Agency and the LSIS to ensure that the new approach to poor performance is implemented by April 2012.

Further education and skills

Activity	There is a means of redress if an individual does not receive their right to choose
Commitment	It is already a condition of contract/grant between the Skills Funding Agency and an FE provider that the provider must publish a complaints procedure. These procedures should contain a process by which a learner or other organisation can make a complaint and have it investigated, reviewed and resolved. The procedure should also outline the process, timescales and named individuals. The Chief Executive of Skills Funding can also investigate complaints about FE providers, including the quality and management of learning in FE provision, though usually not until the provider's procedure, including the appeal, has been exhausted.
Status	Complete
Update	

NHS primary care (GPs)

Activity	Meaningful right to choice and control – GP services
Commitment	NHS patients already have the right to express a preference about which GP they want to register with. This is enshrined in the NHS Constitution. However, at present, patients must be registered near their home.
Status	Complete
Update	

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	Now starting
Update	<p>The Department of Health is 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.</p> <p>These pilots are located in central London, Manchester/Salford and Nottingham City and will begin in April 2012. PCTs will publicise the pilots widely in their areas, to ensure that patients are aware of the new options open to them.</p> <p>We are evaluating the pilots to assess patient demand for greater choice, value for money and the impact on how effectively the GP service is provided.</p>

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	<p>Following engagement with patients and professionals, we have identified eight services for priority implementation of AQP, including continence, adult hearing, talking therapies and back and neck pain.</p> <p>In November 2011, the Department of Health and NHS jointly published implementation packs for health commissioners. From April 2012, PCTs will be expected to deliver three or more community or mental health services using the AQP model.</p> <p>We have published a map of coverage showing patients where more choices will be available starting from April 2012. The map is available at: www.supply2health.nhs.uk/AQPResourceCentre/AQPMap/AQPMap.aspx</p>

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	Now starting
Update	<p>As well as setting out timetables for giving people access to their own records, the Department of Health Information Strategy for health and social care in England (to be published this spring) will make the case for action at local practice level to increase the use of digital channels such as websites and email for transactional aspects of care.</p> <p>This includes booking appointments, repeat prescriptions and other straightforward activities. The objective is to enable care professionals to focus time on necessary face-to-face care and on those who need more support.</p>

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	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.

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	All patients in the NHS will have online access (if they want) to their personal GP records by the end of this Parliament. GP practices that can already provide online access are encouraged to do so as soon as possible.

Activity	Service users are well informed about the options available – GP services
Commitment	We have published data on comparative clinical outcomes of GP practices in England.
Status	Complete
Update	Data will be refreshed monthly, with major updates involving new indicators taking place quarterly.

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	We are carrying out an analysis to support the release of further data about prescribing. We have already met our other commitments to publish GP performance data and the use of Choose and Book at practice level.

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.

NHS primary care (GPs)

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	Information is already available on NHS Choices to help people to find and choose the right GP practice for them. We will build on this to provide patients with more information about how well practices are delivering care and services.

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	Now starting
Update	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.

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	Now starting
Update	GP funding is allocated largely based on the characteristics of the patients registered with each GP practice. We expect the NHS Commissioning Board to further refine the allocation methodology so that funding of NHS services better matches the health needs of the local community.

Activity	Providers meet basic quality requirements – GP services
Commitment	Standards are currently set in the GP contract and by registration with the General Medical Council. To remain on the General Medical Council's register, all GPs must comply with the guidance on good medical practice.
Status	Complete
Update	

Activity	Providers meet basic quality requirements – GP services
Commitment	The Commissioning Outcomes Framework 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	In progress
Update	We expect the NHS Commissioning Board to publish the final set of indicators that will form the 2013/14 Commissioning Outcomes Framework in autumn 2012. These indicators will inform clinical commissioning groups' planning for 2013/14.

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	We are preparing secondary legislation which will establish the framework for quality reward payments. This is expected to come into force from 1 April 2013. We expect the NHS Commissioning Board to develop an operating framework for the implementation of the quality reward by April 2013.

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	In progress
Update	We expect the NHS Commissioning Board to develop an operating framework for the implementation of the quality reward by April 2013.

Activity	Minimum standards are enforced by the appropriate inspectors or regulators – GP services
Commitment	From 2013, CQC will take on the role of inspecting and regulating GP practices.
Status	In progress
Update	From 1 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.

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.
Status	In progress
Update	Work on setting out the role of Health and Wellbeing Boards is currently under way. They will have both elected members and patient representatives and will have the power to scrutinise decisions and demand changes where they find unacceptable decisions or lack of quality.

Activity	There is a means of redress if an individual does not receive their right to choose – NHS primary care
Commitment	Patients who are not given the opportunity to exercise their legal right to choose their provider when referred to a first consultant-led outpatient appointment will be able to complain to their PCT under the NHS Constitution. PCTs may be investigated by the Co-operation and Competition Panel.
Status	Complete
Update	The NHS reforms include a number of options for ways to resolve patient complaints about lack of choice. More details will be published in due course.

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	<p>The Department of Health published guidance in October 2011 on the implementation of choice of named consultant-led team, which will begin from April 2012.</p> <p>Hospitals have been increasing the number of services listed against named consultants ahead of this change. Based on the latest data, nearly 80 per cent of all bookings through the NHS Choose and Book online service are to a service listed against a named consultant.</p> <p>The response to the 'Liberating the NHS – Greater Choice and Control' consultation, to be published shortly, will set out proposals to extend choice further.</p>

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	We 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.

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	In progress
Update	<p>Pilots will be carried out during 2012/13 to identify the best ways in which the NHS can offer patients a choice of alternative providers, where there is a risk that non-emergency treatment may not be carried out within 18 weeks. There will be a particular focus on orthopaedic services, where patients often wait a long time for treatment.</p> <p>The pilots will identify and test good practice approaches for:</p> <ul style="list-style-type: none"> • offering patients a choice of alternative providers where treatment within 18 weeks is at risk; • raising staff awareness of patients' right to expect treatment within the maximum waiting time; • communicating with patients and supporting them to request an alternative provider where the maximum waiting time is at risk; and • raising patient awareness of their right to a maximum waiting time and how they can seek redress. <p>Lessons from the pilot will be available to support wider roll-out in 2013.</p>

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. We plan to expand the tariff system by 2015 to cover a broader range of treatments and to be even more responsive to patient choices.
Status	In progress
Update	We are making good progress in expanding the scope of payment by results. In 2012/13, we will bring adult mental health services into the scope of payment by results by requiring health authorities to use newly defined 'care cluster building blocks' for commissioning services locally. Similarly, we will require health authorities to use nationally defined 'ambulance service building blocks'.

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 2012/13, we will expand the number of 'best practice tariffs' which reflect the cost of best practice models of care rather than the average cost. This includes: <ul style="list-style-type: none"> • giving health authorities incentives to provide care in outpatient and day case settings where appropriate; • introducing a mandatory 'pathway' tariff for paediatric diabetes care; • promoting greater choice of home therapies for dialysis patients; • introducing mandatory tariffs for a number of direct access diagnostic tests, so that funding follows the patients' choice for these services too; and • introducing, in 2012/13, a number of tariffs for post-discharge care, initially covering cardiac and pulmonary rehabilitation and rehabilitation following hip and knee replacements.

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	We already publish some satisfaction and complaints data, by NHS trust, annually. The Information Strategy, to be published in spring 2012, will set out further plans on gathering and publishing user satisfaction data for individual hospitals.

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	We have already met a number of commitments to publish data, including the use of Choose and Book at GP practice level. CQC will consider the scope to make more of the information that feeds into its provider profile reports publicly available. We 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.

NHS secondary care

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	Now starting
Update	This data will be available by April 2012.

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	Now starting
Update	All hospitals will publish data on 60 key benchmarks so that quality can be tracked and patients can make more informed decisions. These benchmarks will include patient experience, Patient Reported Outcomes Measures (PROMs), safety, mortality, medical outcomes and quality of life for those with long-term conditions.

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 range of these health-specific consumer organisations have been asked to become a Choice Champion and form part of a network that will promote choice and provide independent scrutiny and challenge to providers and commissioners.

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	We have published, and will continue to publish regularly, the usage rates of the Choose and Book system by GP practice. This data highlights the practices that do not promote or support the use of the Choose and Book system (and therefore have very low usage rates).

Activity	Access is fair and the poorest are advantaged – NHS services
Commitment	The 2012 Health and Social Care Act will place a duty on the Secretary of State for Health to help reduce inequalities in the health service, in terms of how people access secondary care services, the quality of care they receive and the results of that care.
Status	Complete
Update	

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 and follow National Institute for Health and Clinical Excellence (NICE) guidelines. Individual doctors and nurses must comply with professional standards and accreditations set by their own professional bodies.
Status	In progress
Update	CQC is the independent regulator of health and adult social care. All providers of regulated health and adult social care services must be registered with CQC and meet minimum levels of safety and quality. CQC can take independent enforcement action where a provider is not meeting the registration requirements.

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 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	In February 2012 the Department of Health published the findings of its performance and capability review of CQC. The review aimed to provide assurance to the public, the Department of Health and Parliament that CQC was performing against its objectives and that it has the capability to meet its goals in the future. The Department of Health's report sets out recommendations for action for CQC and also for the Department of Health. Based on this review, both CQC and the Department will set out publicly details of how these recommendations will be taken forward.

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	Some 138 early implementers are leading change and will form a National Learning Network to share best practice.

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	The mechanisms for choice and redress are set out in detail in the Health and Social Care Act.

Social housing

Activity	Meaningful right to choice and control – social housing tenants
Commitment	We want to make it easier for social tenants to find an exchange partner. We will enable social tenants who wish to exchange their tenancy with that of another household, to move to an area and property that they choose.
Status	Complete
Update	HomeSwap Direct, launched on 27 October 2011, gives tenants who want to move home greater choice over potential swaps by allowing them to see every available property in the country.

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	To better understand the safeguards and support that will be required for both customers and their landlords, the Department for Work and Pensions is running several demonstration projects with local authorities and housing associations from June 2012 until June 2013. These changes to the benefits system will encourage local decision making by giving people the freedom to make spending decisions about their own household finances. The changes also allow local authorities and landlords to decide how best to support people at a local level, tailoring the support for people in their area according to need.

Activity	Service users are well informed about the options available
Commitment	We will ensure that large landlords participate in HomeSwap Direct through a mutual exchange provider and publicise these opportunities.
Status	Complete
Update	The Social Housing Regulator has published a new Tenancy Standard which will require social landlords to subscribe to a mutual exchange service that participates in an agreement such as HomeSwap Direct. Landlords must take reasonable steps to publicise the availability of this service to tenants. The standard comes into force on 1 April 2012.

Activity	Service users are well informed about the options available – home swaps
Commitment	We will make it as easy as possible for tenants of small landlords to access information on possible home swaps.
Status	Complete
Update	Rather than individual tenants paying multiple fees to join the four mutual exchange provider organisations, smaller landlords will be able to decide whether to pay subscription fees for individual tenants who wish to move rather than one annual subscription for the entire organisation, if this approach offers better value for money.

Activity	Access is fair and the poorest are advantaged – home swaps
Commitment	We will ensure that reasonable support is provided for tenants who do not have an internet connection to access HomeSwap Direct.
Status	Complete
Update	The new Tenancy Standard issued by the Social Housing Regulator will require social landlords to provide reasonable support to tenants who do not have access to the internet.

Social housing

Activity	There is a means of redress if an individual does not receive their right to choose – home swaps
Commitment	Social tenants should be able to challenge their landlord to help them to find a mutual exchange partner.
Status	Complete
Update	The Social Housing Regulator has published a new Tenant Involvement and Empowerment Standard to encourage landlords to offer a wide range of opportunities for tenants, such as forming tenant panels to scrutinise and improve landlord performance and help resolve complaints at local level.



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	In progress
Update	The Localism Act 2011 has introduced the Community Right to Bid. The regulations setting out the detail of the policy will be laid in Parliament in spring 2012 and provisions will commence thereafter. The Department for Communities and Local Government is putting in place a support package to enable people to group together to take up community rights.

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	We 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. We are 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	In progress
Update	The Localism Act has introduced the Community Right to Challenge. We are working towards commencing these provisions in May/June 2012. We are seeking a delivery body to support groups to use the right.

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	Now starting
Update	We are working towards implementing the commitment, announced in the Autumn Statement 2011 as part of the Rural Economy Growth Review, to establish a £15 million Rural Community Renewable Energy Fund. This is in line with the Government's commitment to encourage community-owned renewable energy schemes, where local people benefit from the energy produced.

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	Now starting
Update	We will consult in May on detailed proposals for procedures that make it easier to establish new Neighbourhood Councils. We will also create an open, easy-to-use mechanism for residents to record their experiences, identify any obstacles and create new social networks. This will also provide an opportunity for recognition of those principal authorities that provide an exemplary service in supporting the transfer of power to Neighbourhood Councils.

Neighbourhood services

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	Now starting
Update	We will ask the Local Government Association and the National Association of Local Councils to help us develop model schemes for Neighbourhood Councils by summer 2012. This will make clear what powers can be devolved to neighbourhoods, the kinds of assets that can best be managed at community level, and the roles and responsibilities of Neighbourhood Councils and local authorities. Further, this work will also address the challenge of how a Neighbourhood Council can become more involved in local service delivery where there may be resistance from principal authorities.

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	Now starting
Update	We will consult in May on how neighbourhood forums can more easily form Neighbourhood Councils, if they want to

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	Not yet started
Update	Work on the implications of any new policies on accountability and financial frameworks will depend on there being a clear set of proposals for making it easier to establish Neighbourhood Councils. We will consider the need for further action in 2013.

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 will commence from April 2012. We are currently developing secondary legislation on neighbourhood planning referendums. Over 200 communities have taken up the opportunity to be front-runners trialling neighbourhood planning and developing neighbourhood plans.

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 has introduced the Community Right to Build, with provisions commencing in April 2012. We are developing a support package to encourage take-up of community rights.

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	In progress
Update	<i>Best Value Statutory Guidance</i> 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	Government transparency – local government spending
Commitment	New items of local government spending over £500 will be published on a council-by-council basis.
Status	Complete
Update	To date, all but one council have published their spending information.

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	In December 2011, the Government announced it will support 12 neighbourhoods to develop Neighbourhood Community Budgets. We will continue to work with these areas during 2012 to evaluate the costs and benefits, enabling others to develop similar approaches.

Activity	Neighbourhood commissioning
Commitment	Community commissioning: the Government is supporting neighbourhoods in developing community commissioning models, such as Local Integrated Services (LIS).
Status	In progress
Update	We are supporting nine local areas in developing LIS approaches to neighbourhood commissioning. In early 2012, emerging neighbourhood commissioning models and early learnings made on implementing this service reform will be available for sharing.

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	The Home Office is working in partnership with trailblazer areas to test at a local level how we can improve the transparency and accessibility of police work nationally. For example: <ul style="list-style-type: none"> • Surrey Police has developed an app, Surrey Police Beat, to enable the local community to see what neighbourhood police forces are working on and vote on local priorities. • Hampshire Constabulary and other partners have launched CrimeReports, which releases more frequent and detailed information. • Avon and Somerset Constabulary has developed TrackMyCrime, a case-tracking system for victims of crime.



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 the 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"> • consult on and be challenged by potential providers from all sectors on the future shape of services; • seek and fully consider a minimum of three providers, from whichever sector, when they contract for services; and • transparently link payment to results.
Status	In progress
Update	<p>We have already made good progress on introducing elements of an open commissioning policy in a number of areas. In the entries below, we give a detailed update on extending commissioning to areas outlined in section 5.15 of the Open Public Services White Paper (including court and tribunal administration, payment processing, fraud, debt and identity-related services). In addition to these, the Government is extending commissioning in the following areas</p> <ul style="list-style-type: none"> • <i>Prisons</i>: A competition for the management of nine prisons was launched in October 2011. Work on the forward programme for prisons competition is under way, and we will launch the Prisons Competition Phase 3 in November 2012. Through these substantial and ambitious competitions, we expect to generate savings, encourage innovation in the prison sector (for example through initiatives such as payment by results, working prisons and drug-free wings) and strengthen the market in offender services • <i>Offender management</i>: Following a review of the future shape of probation services, we have published proposals for consultation on how to deliver more effective and efficient offender services in the community, drawing on the principles of open public services. These include a stronger role for public sector probation trusts as commissioners of competed probation services, opening up to competition a far greater range of probation services, and measures to ensure a diverse market of providers through the participation of the voluntary, private and public sectors, alongside new models for delivering public services such as joint ventures, social enterprises and public service mutuals. <p>Together, these reforms would amount to around 60 per cent of the budget for community offender services of £1 billion per year being competed, with those providing services under competition increasingly incentivised through payment by results to reduce reoffending.</p> • <i>Driver and Vehicle Licensing Agency (DVLA)</i>: On 13 December 2011, we launched a consultation on a programme of work which will make it easier for drivers to carry out transactions with the DVLA. The programme will centralise DVLA services and provide much more choice and flexibility around how and when drivers deal with the DVLA. The proposals could deliver significant efficiencies, with an estimated £28 million year-on-year saving. • <i>Police ICT and training</i>: The Home Office is working with the police to establish a new ICT company to take on the procurement, implementation and management of complex ICT contracts and services for them, and to provide them with market-leading strategic ICT advice. Police forces will be able to commission the company in response to local need for future ICT service provision and the company will drive out savings and improve efficiency through effective management of suppliers and by aggregating the demand for ICT across forces and supplying these systems as services, driving down the unit cost. <p>We will also create a Police Professional Body, which will open up the current closed system of leadership and training, ensuring value for the taxpayer by using external providers. The new body will act only in the public interest and will be overseen by a board that comprises representation from police and crime commissioners and independent members. The Police Professional Body will be in place by the end of 2012.</p> • <i>Infrastructure and back-office functions</i>: We have published a pipeline of potential business opportunities across government worth £50 billion, covering sectors such as ICT and facilities management. In November 2011 the Government published the updated version of the Funded Construction Pipeline. The combined construction and infrastructure data covers over 800 projects and programmes.

Commissioned services

Update (continued)	<p>The Government will publish medium-term plans setting out our procurement needs for other sectors by April 2012, to give suppliers the confidence to invest for the future and the opportunity to compete on a level playing field. For instance, the Ministry of Defence (MOD) has now published the White Paper <i>National Security Through Technology</i> and is working closely with the National Audit Office on the publication of its ten-year Equipment Plan. The ten-year Equipment Plan will give the defence equipment industry a clear, comprehensive and credible view of our plans for future procurement. This in turn should enable the industry to give the MOD a much clearer view of its ability to meet the specified requirements, as well as the opportunity to plan more effectively and invest more confidently in the development of new technologies. The UK plans to continue with significant expenditure on defence equipment and support – over £150 billion over the next ten years.</p> <p>We will continue to co-ordinate cross-government activity to ensure that the components of open commissioning are introduced when we extend commissioning approaches to new areas and when contracts for existing services are renewed</p>
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 Government has made significant progress with implementing structural reforms to separate purchasers from providers, notably through health and welfare reforms and our rehabilitation revolution. Building on this, we are also introducing a far-reaching programme of new payment by results contracts, including in areas such as welfare to work, Sure Start children's centres and offender rehabilitation. Progress updates for these programmes are provided below.
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 has been set up in just over one year from policy design to start of delivery. From March 2012, offenders who claim Jobseeker's Allowance when they leave prison will be placed in the Work Programme automatically.
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	We are working on a pilot to link employment and reducing re-offending outcomes in the Work Programme. We expect the pilot to be introduced in one to two areas later this year.

Commissioned services

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>In the sentencing Green Paper published in 2010, the Government committed to six new pilots. Of these:</p> <ul style="list-style-type: none"> • two local justice reinvestment pilots in Greater Manchester and London began in July 2011; • two prison-based payment by results pilots have been announced, one in Doncaster (which began in October 2011) and one in Leeds (soon to start); and • two community pilots are currently being developed. <p>In addition, we have committed to launching an Innovation Pilot Fund and exploring new pilots as part of the wider Work Programme contracts (as outlined above). A further pilot, the Peterborough Social Impact Bond, was launched before the publication of the Green Paper.</p>

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	We will develop options for rolling out the principles of the payment by results approach by 2015, using early learning from the pilots. Further detail will be set out in the payment by results implementation strategy, which we will publish by summer 2012.

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	Eight highly localised pilot models (Bracknell Forest, Enfield, West Kent, Lincolnshire, Oxfordshire, Stockport, Wakefield and Wigan) have been developed to improve recovery outcomes in drug and alcohol services as part of a Co-Design process between local areas, central government departments and invited experts. The Co-Design group has been working since April 2011 to develop and implement effective outcome measures, and to support and challenge local areas in designing their payment by results models. All eight pilot areas will go live in April 2012 and will be fully evaluated over two years.

Activity	Open commissioning – payment by results – Sure Start children's centres
Commitment	The Foundation Years policy statement will trial arrangements to pay Sure Start children's centres in part for the results they achieve.
Status	In progress
Update	As part of wider reforms to children's centres, 26 local areas (across 27 local authorities) have started to trial payment by results. These work at national level (with authorities being paid by DfE for improvements during 2012/13) and at local level (where local authorities pay local children's centres against the results they achieve). National measures have now been agreed and published.

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	We are working with local authorities and partners to test different models until 2013. We will evaluate the various approaches and report in late 2013.

Commissioned services

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	Options for greater use of competition in Her Majesty's Courts and Tribunals Service will be considered under the Ministry of Justice's wider competition strategy.

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	

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 fraud and error programme of activity published in February 2012 outlines priorities for tackling fraud and error in public expenditure. New models of delivering this work will be explored in 2012 through this programme.

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	An interim report on the scale and distribution of debt owed to government and proposals to tackle debt across government more consistently and effectively was published in February 2012. New business models for dealing with debt will be explored in 2012. The Department for Work and Pensions is also planning to report findings from the Lean review of the Government's debt processes in April 2012 and we will consider options for extending the use of private sector suppliers as part of the work to reduce debt levels.

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	One of the responsibilities of the new Government Digital Service is to look into the ways in which web-based service providers can be assured that their online customers and users are who they say they are. Our aim is that this work will help to create new private sector enterprise, new investment and more jobs. Funding for this programme has been agreed, with an additional £10 million announced in November 2011. The programme is currently being reviewed.

Commissioned services

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	Not yet started
Update	

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	HM Revenue and Customs (HMRC) is carrying out a small-scale trial to test how using extra capacity from the private sector might help to manage demand during peak periods in its contact centres. Suppliers began to take calls from February 2012 and the trial will run for up to 12 months.

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	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. Creating an effective digital process for case management is an essential component of this work and the aim is that digital working will become the norm across the criminal justice system by April 2012.

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	We will publish a commercial plan for the UK Border Agency in 2013 in line with the principles of open public services.

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	We are working with the United Kingdom Accreditation Service (UKAS) to identify services it already accredits and opportunities to extend its remit, which contribute to this work.

Activity	Better commissioning and innovation
Commitment	We will create an annual prize for innovation in public services.
Status	Not yet started
Update	

Commissioned services

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	Work is ongoing to identify further opportunities to open up locally commissioned services through discussions held in January 2012 with the private, voluntary and local government sectors.

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	In progress
Update	Elected police and crime commissioners will increase the accountability of the police to local people. The first elections are planned for November 2012.

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	Orders that provide for mayoral referendums to be held on 3 May 2012 in Birmingham, Bradford, Bristol, Coventry, Leeds, Manchester, Newcastle upon Tyne, Nottingham, Sheffield and Wakefield came into force on 9 February 2012. Where a city votes in favour of a mayor in their referendum, mayoral elections will take place in November 2012. 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.

Activity	Democratic decentralisation – council taxes, business rates and local referendums
Commitment	The Localism Act gives local residents the power to veto excessive council tax increases and gives local businesses the ability to veto supplementary business rates, through the use of a referendum. It also gives local residents the power to use a petition to call for a local referendum on any local issue.
Status	Complete
Update	The Localism Act has introduced the power for residents to veto excessive council tax increases. These provisions came into force on 2 December 2011.

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	Legislation to enable new local TV services to emerge on the Freeview platform was laid in December 2011 and came into force in February 2012. Our goal is for the first local TV stations to be licensed from summer 2012, with 10–20 local services in operation by 2015.

Commissioned services

Activity	Democratic decentralisation – spending data
Commitment	Local authorities will publish details of all spending items larger than £500, including contract and tender information.
Status	Complete
Update	To date, all but one council have published their spending information.

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	In progress
Update	We have begun releasing user satisfaction, spending and performance data in individual service areas, as outlined in Chapter 1. In addition, government departments will be required to set out their plans for publishing standardised user experience and feedback data in their information strategies as part of the business plan refresh in spring 2012.

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	Not yet started
Update	In context of the business rates retention scheme, we are considering the scope for further simplifying and decentralising funding to ensure that the local share of business rates is as large as possible. The objective is to maximise the incentive for growth and the number of self-sufficient authorities produced through this reform. We will set out the size of the local share later this year.

Activity	Democratic decentralisation
Commitment	The Government will seriously consider credible proposals from local areas to do things differently.
Status	In progress
Update	Voluntary and community groups, parish councils and relevant authority staff will be able to challenge to take over the running of local public services under the Community Right to Challenge introduced in the Localism Act.

Activity	Devolving power
Commitment	The Localism Act gives local councils explicit legal authority to do what is necessary to improve public services in their communities through a general power of competence.
Status	Complete
Update	The Localism Act has received Royal Assent. The general powers of competence provisions are in force.

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	The number of separate core grants has been radically reduced from over 90 to fewer than 10, with the remaining grants primarily covering schools and the new public health grants. More than £4 billion of revenue grants have been rolled into the local government formula grant.

Commissioned services

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 Localism Act provided the primary powers needed to revise the Community Infrastructure Levy in order to allow local authorities to pass a proportion of the levy to neighbourhoods. Consultation on the necessary secondary legislation for the levy closed at the end of December 2011. The Government is now considering responses to that consultation with a view to bringing forward reform to the Community Infrastructure Levy. In addition, the Local Government Finance Bill was introduced in December 2011, alongside a statement of government policy on allowing local government to retain a proportion of business rates to incentivise local growth.

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	In November 2011, the NHS Confederation published the operating principles for Health and Wellbeing Boards. These principles were jointly developed by the Department of Health, the NHS Confederation, the Royal College of General Practitioners, the Local Government Group and other key organisations. Work is now under way to develop a leadership programme to support Health and Wellbeing Boards.

Activity	Devolving power
Commitment	Local authorities and their partners will no longer have to report on any of the 4,700 Local Area Agreement targets.
Status	Complete
Update	Local Area Agreement targets were removed in October 2010.

Activity	Devolving power – 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	The Troubled Families Programme has the goal of turning around the lives of 120,000 troubled families. Since the Prime Minister's announcement on 15 December 2011 of the £448 million programme and the main components of delivery, there has been progress on developing how the programme will work. It will include a payment by results model, recruitment of a Troubled Families Co-ordinator and a senior figure who locally can help families and challenge existing models of service delivery. Success will also depend on the Work Programme, European Social Fund and Multi-Systemic Therapy.

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 are due to conclude at the end of October 2012.

Commissioned services

Activity	Fair access – New Homes Bonus
Commitment	The extra payment in the New Homes Bonus for building council homes will give developers additional incentives to include more social housing in their developments.
Status	Complete
Update	The New Homes Bonus provisional allocations for 2012/13 were announced on 1 December 2011. These include for the first time an affordable housing premium of £350 per unit.

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	Not yet started
Update	

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	In progress
Update	For the first time, government departments are publishing unit cost indicators which cover the majority of what they spend. The new business plans published in 2012 will also include plans for publishing additional data.

Activity	Government transparency – central government spending
Commitment	We will publish details of all central government spending over £25,000 online on a monthly basis.
Status	Complete
Update	We have provided details of over £188 billion of government spending, allowing the public and potential new service providers to scrutinise what the Government has paid for goods and services.

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	More than 80 per cent of eligible tenders issued and contracts awarded have been published on the Contracts Finder website. To ensure that all the government departments and bodies which should publish their procurement arrangements on Contracts Finder are doing so, compliance is monitored monthly and published on the Cabinet Office website.

Commissioned services

Activity	Government transparency – third party use of government data
Commitment	The Open Government Licence will allow third parties to use some government data without infringing Crown copyright. This will make the data available for free re-use, including for commercial purposes.
Status	Complete
Update	In September 2010, the National Archives launched the Open Government Licence, making it quicker and easier for people and organisations to re-use public sector information. Developers and entrepreneurs who want to re-use government data to create new websites and applications no longer need to register or formally apply for permission. The new licence is interoperable with other internationally recognised licensing models, such as Creative Commons.

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	In progress
Update	The Government will establish a Data Strategy Board and a Public Data Group to help people make good use of data from the Met Office, Ordnance Survey, the Land Registry and Companies House. Core reference datasets from these bodies will be freely available to support the development of high-value data businesses. The Government will also provide up to £10 million over five years (with match-funding from industry and academic bodies) to establish the world's first Open Data Institute to help businesses exploit the opportunities created by the release of public data.

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	Government departments have been asked to develop open data strategies setting out how they will prioritise new data releases and how they will continuously improve the quality of data being published. These strategies will be published in summary in business plans and in full alongside the open data White Paper in spring 2012.

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.
Status	In progress
Update	All government departments began publishing plain English descriptions from September 2011. Not all transactions are covered yet, as different areas of government work through legacy issues of system capability and data input quality.

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	As outlined above, government departments will publish open data strategies alongside the next business plan refresh in 2012.

Commissioned services

Activity	Government transparency – unique reference indicators
Commitment	Unique reference indicators are being introduced by the Department for Business, Innovation and Skills and HMRC, from December 2011.
Status	In progress
Update	Companies House is now publishing details via http://data.gov.uk .

Activity	Government transparency – crime data
Commitment	From May 2012, the national crime mapping website, www.police.uk , 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	In progress
Update	The crime mapping website has had over 430 million hits since it launched in February 2011. Work is ongoing to expand the data available on the site, with six 'trailblazer' areas already looking at how to increase transparency further across crime, policing and justice. From May 2012, communities will be able to use the the website to see what happens after a crime has occurred on their street.

Activity	Government transparency – data on probation services, prisons and courts
Commitment	Data on the performance of probation services and prisons, including re-offending rates by offender and institution, have been published since October 2011. Sentencing data for each court will be published, enabling people to see what sentences are being handed down in their local courts and to compare different courts on a wide range of measures.
Status	Complete
Update	

Activity	Government transparency – transport
Commitment	Real-time data on road conditions, including incidents, speeds and congestion, will be published online and will sit alongside datasets on planned and current roadworks so that drivers can see the state of the road network.
Status	Complete
Update	A range of data on current and planned roadworks, current and planned events, unplanned events (incidents), variable message signs, matrix signals, traffic data and associated location signage was released in December 2011 by the Highways Agency, building on an earlier roadworks data release in September.

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	We are working to ensure that train operators publish more performance and customer satisfaction data online. In addition, the Government launched a consultation in March 2012 on providing open access to rail fares data, giving passengers better information and enabling them to make the most cost-effective travel choices (announced in the Autumn Statement 2011).

Commissioned services

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	In progress
Update	On a rolling basis from March to December 2012, we will release a range of highways and traffic data, including road condition, traffic counts and local authority roadworks.

Activity	Government transparency – transport
Commitment	All remaining government-owned free datasets from Transport Direct, including cycle route data and the National Car Parks database, are to be made available for free re-use from October 2011.
Status	Complete
Update	All government-owned and gathered data has now been released. A number of new apps have already resulted from the release of these datasets, including ones to find your nearest car park.

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	In progress
Update	The Office of Rail Regulation has launched a new website to publish additional data and will increase this throughout 2012. This is also covered in the rail Command Paper <i>Reforming Our Railways: Putting the Customer First</i> , published by the Department for Transport on 8 March 2012.

Activity	Government transparency – transport
Commitment	Rail timetable information is to be published weekly by National Rail from December 2011.
Status	Complete
Update	Rail timetable information is now published weekly via the Association of Train Operating Companies website. In the Autumn Statement 2011, the Government also committed to working with the transport industry to make timetable and real-time train and bus information available by April 2012.

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	We are planning to implement single cross-government electronic supplier management solutions which will automatically generate information on supplier performance. Planning is under way to establish the details of this – for example, the Key Performance Indicator framework that would be possible and any changes to contractual obligations. Any publication will follow on from this activity.

Commissioned services

Activity	Providers held to account – quality and value for money
Commitment	There are a number of mechanisms which act to help ensure that service providers are held to account. For example, 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.
Status	In progress
Update	<p>From April 2013, Health and Wellbeing Boards, established under the Health and Social Care Act 2012, will strengthen 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 holding service providers to account, they will give local people the chance to shape arrangements for services so that they better meet their needs.</p> <p>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 the NHS Commissioning Board, clinical commissioning groups and local authorities, and they will continue to have referral powers around major service change.</p> <p>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>In addition, from November 2012, the public across England and Wales will elect a police and crime commissioner to hold chief constables and local forces to account.</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	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. In January 2012, the Government published its response to last year's consultation, which sets out its proposals in more detail. The Government plans to publish a draft Audit Bill for pre-legislative scrutiny later this year and will legislate as soon as Parliamentary time allows.

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	<p>For people using pensions and benefits services, a complaints process will ensure that their concerns are addressed – providers could be charged £5,000 if complaints against them are upheld. Transparency indicators will be published on the Number 10 website showing whether or not the Work Programme is meeting its objectives.</p> <p>The first indicator of the 'Other Data Sets' on DWP's Quarterly Data Summary will monitor the proportion of customers who have been on the Work Programme and achieved a job outcome payment. The first data for this measure will be available from Q4 2012/13.</p>

Commissioned services

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	ONS launched a consultation on key themes and headline indicators of national wellbeing in October 2011, with results published in spring 2012. In April 2011, ONS started to measure subjective (individual) wellbeing by including four new questions in the Integrated Household Survey (IHS). The first annual experimental set of data from the IHS will be available in July 2012.

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	Not yet started
Update	

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	Not yet started
Update	

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	Not yet started
Update	

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 open data White Paper will clarify which organisations will be covered by open data requirements.



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	<p>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.</p> <p>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.</p> <p>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.</p>
Status	In progress
Update	<p>Local health trusts: Our strong expectation is that the vast majority of NHS trusts will meet the high standards for foundation trust authorisation by 2014.</p> <p>Academies: Regular data on the performance of academies is already publicly available; this year's performance tables will provide a much broader and richer range of data than ever before, including on the performance and progress of different ability groups and of disadvantaged pupils.</p> <p>The Government will continue to review the effectiveness and accountability of existing autonomous structures, including academies, and will develop proposals to support greater autonomy.</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	The Government has launched a package of measures to support small and medium-sized enterprises (SMEs) being awarded public sector business. The measures include the launch of the Contracts Finder website, the Mystery Shopper service, and the removal of pre-qualification questionnaires (PQQ) for contracts below £100,000. In addition, the Government e-Marketplace has been established to make it easy for SMEs to bid for procurements below £100,000.

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	<p>Within central government, the Government Property Unit is developing a contracting vehicle for facilities management (FM) services for office buildings. This approach, which is subject to approval, will provide the Crown with maximum competitive advantage, while allowing a greater diversity of suppliers.</p> <p>The contracting vehicle would be set up in regional lots of services – hard FM, soft FM and catering – to give greater opportunities to the local, regional and SME markets. The market will then determine how best to deliver these services. Some regions may source one total FM supplier, while others may be made up of mutuals, SME bundles, joint ventures or a consortium of suppliers. The building assets will remain with central government.</p>

Ensuring diversity of provision

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	<p>The Department for Education is working with schools, local authorities and voluntary, community and social enterprise organisations to better understand schools' experiences of providing and accessing mental health support for their pupils and consider how competition, innovation and choice in service provider can be promoted more effectively.</p> <p>DfE has already commissioned a programme of work through the YoungMinds-led BOND (Better Outcomes, New Delivery) consortium. This will build the capacity of the voluntary, community and social enterprise sector to support early intervention in children's mental health. The Department of Health's contribution to this will be taken forward through development work on 'any qualified provider', which is being extended in primary care psychological therapies.</p>

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	Following the publication of <i>Government Shared Services: A Strategic Vision</i> in July 2011, a cross-government shared services strategic outline business case (SOBC) has been developed. This outlines how the cost of back-office corporate services will be reduced via asset sharing, driving service excellence by freeing departments to focus on core business. The SOBC also focuses on reviewing departments' performance to ensure value for money and delivery of benefits.

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	Not yet started
Update	

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 will see schools rather than local authorities commissioning, paying for and monitoring alternative provision for excluded pupils in one in ten secondary schools in England. The trial started in October 2011 and will take place over three school years (finishing in July 2014), being reviewed at the end of each year.

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>A number of initiatives to unlock investment resource have been introduced:</p> <ul style="list-style-type: none"> • Big Society Capital has received state aid approval (in December 2011); • the Department for Work and Pensions (DWP) has launched a £30 million innovation fund which will enable social investment partnerships to help disadvantaged young people improve their employment prospects; • the Cabinet Office has tendered for a £10 million 'investment and contract readiness' fund; and • several more payment by results and Social Impact Bond schemes are being developed by the public sector and within government, including some for troubled families (in Leicestershire, Birmingham and Westminster). <p>A pilot Social Impact Bond was introduced in Peterborough in advance of the sentencing Green Paper.</p>

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	<p>The Tell Us How website, which invited all public sector workers to put forward suggestions on how to deliver public services, went live in late October 2011. Over 200 unique ideas have been received and processed. The Government will shortly announce the ideas received in the first phase which are being acted upon.</p> <p>In addition, frontline staff have been asked to report unnecessary or confusing guidance via the Tell Us How site, as a first step to rationalising the amount of guidance that already exists.</p>

Activity	Deregulating the public sector – Public Service Agreements
Commitment	Scrapping Public Service Agreements (PSAs) – the Government has removed the system of top-down process targets for organisations delivering public services.
Status	Complete
Update	PSAs have been replaced with departmental business plans: http://transparency.number10.gov.uk/transparency/srp

Activity	Deregulating the public sector – review of statutory duties
Commitment	Reviewing statutory duties placed on local government – the Department for Communities and Local Government will lead a cross-government review and produce a list of the statutory duties placed on local government by central government, so that everyone is clear what legal obligations local councils have and can check whether the duties are still relevant.
Status	Complete
Update	This action was completed in June 2011: www.communities.gov.uk/localgovernment/decentralisation/tacklingburdens/reviewstatutoryduties/

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>At the time of publication, the Protection of Freedoms Bill is being considered by the House of Lords and is expected to receive Royal Assent in April 2012.</p> <p>The Government responded on 6 December 2011 to the recommendations made by the Government's Independent Adviser on Criminality Information Management, Sunita Mason, following her Phase 1 and 2 reviews. There is a broad commitment to a programme of improvements going forward. These are undertaken alongside the wider changes to the criminal records and vetting regime, which will be implemented following Royal Assent and subject to secondary legislation. A programme of work to review and update the cross-government strategy for improving the international exchange of criminal records is also being taken forward by the Home Office in conjunction with the Independent Adviser.</p> <p>Stakeholders have been broadly supportive 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	In progress
Update	<p>Both the schools White Paper and the Education Act include a number of measures to reduce bureaucracy for schools:</p> <ul style="list-style-type: none"> • removing the self-evaluation form; • replacing the Financial Management Standard in Schools (FMSiS); • introducing a streamlined inspection framework; • clarifying that neither the Government nor Ofsted expect teachers to produce written lesson plans for every lesson; and • reducing the volume of guidance to schools by half and removing unnecessary statutory duties via the Education Act. <p>These measures are part of an ongoing programme of work reviewing all regulatory requirements for schools so that they can focus on raising standards.</p>

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	The Home Secretary has announced a package of policies that will cut police red tape, saving up to 3.3 million police hours per year. In addition to removing 'stop and account' forms, we have also removed the target on public confidence and removed excessive central performance management, for example by abolishing the Assessments of Policing and Community Safety. The Health and Safety Executive has also published new guidance to support officers who use common-sense application of health and safety rules.

Ensuring diversity of provision

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 responded to the Löfstedt Report and intends to take this initiative further through the Red Tape Challenge, which aims to reduce the burden of regulation. In addition, the Prime Minister announced a number of improvements to the health and safety regime in early January.

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, 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.

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	The Government has created a Mutuals Taskforce within the Cabinet Office to work with experienced practitioners in the mutuals field to diagnose and find solutions to these barriers. We have published a paper on options for procuring public service mutuals: www.cabinetoffice.gov.uk/content/mutuals-taskforce The Mutuals Information Service (MIS) website and Mutuals Support Programme provide expert advice and signposting, and access to professional support for public sector workers who are in the process of spinning out and also those ventures that have spun out and are still finding their feet.

Ensuring diversity of provision

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>The Government will look to reflect these commitments in departmental business plans where appropriate. Information from the MIS will inform departmental policy development. The Department of Health's Right to Request is near completion, with 40 services now operating as independent social enterprises and further projects to go live by April 2012. The Right to Provide has generated interest across NHS trusts, foundation trusts and adult social care.</p> <p>The Department of Health is already exploring opportunities to support social enterprises and mutuals spinning out from the NHS, social care and adult social work. The status of other government departments is as follows:</p> <ul style="list-style-type: none"> • Department for Business, Innovation and Skills (BIS) Further Education – now starting • Home Office – not yet started • Ministry of Justice – now starting; commitments will be reflected in the Department's business plan • Department for Work and Pensions – not yet started • Department for Education Youth Services, and Social Work – now starting • Department for Education Children's Centres – not yet started.

Activity	Public service mutuals
Commitment	The first wave of employee-led mutual pathfinders was launched in August 2010 and a second wave was announced in February 2011.
Status	Complete
Update	A progress report was published in December 2011 and is available on the MIS website: http://mutuals.cabinetoffice.gov.uk/documents/mutual-pathfinder-progress-report . Cabinet Office is working with departments to create synergies across mutuals programmes and projects, including Department of Health Right to Request and Right to Provide projects by May 2012.

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	In progress
Update	The Taskforce published an evidence paper in December 2011 and will publish a report of its work by summer 2012, available at www.mutuals.cabinetoffice.gov.uk .

Activity	Public service mutuals
Commitment	The Government will invest at least £10 million in the Mutuals Support Programme to support some of the most promising and innovative mutuals and help them reach a stage where they are ready for investment.
Status	Complete
Update	This initiative was launched on 5 December 2011. The MIS will provide information, guidance and support to fledgling mutuals, including papers, signposting and early stage professional support: http://mutuals.cabinetoffice.gov.uk/ . To date, more than 60 individual applications for support have been or are being processed.

Ensuring diversity of provision

Activity	New 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	Now starting
Update	An enterprise incubator was set up in 2011. In 2012, this area of work was taken over by newly appointed Crown Commercial Leads. The Crown Commercial Leads are driving engagement with departments, including support to a series of ministerial bilateral meetings, to review opportunities for implementing new models of delivery.

Activity	New 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	In progress
Update	The consultation on the structure and strategy of Post Office Ltd closed on 12 December 2011. The consultation focused on how a Post Office mutual could work best without a government ownership stake and looked at a proposal for a possible three-tier structure. A government response is due in spring 2012.

Activity	New Commercial Models Programme
Commitment	MyCSP will become the first central government mutual joint venture to spin out of a central government service.
Status	In progress
Update	The formal process of selecting a private sector partner is nearing completion. Business performance continues to improve, with MyCSP expected to become an innovative central government mutual joint venture in early 2012.

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 is already advising public service commissioners to disclose their TUPE liabilities during the commissioning process. We have launched a call for evidence on the effectiveness of the TUPE Regulations 2006 in protecting employees' rights and smoothing the process of business restructuring. As part of this, we have asked whether there are problems around timing and/or accuracy of the information provided and whether these problems are particularly noticeable in transfers from the public or private sector. Following the call for evidence, we will consider whether it will be necessary to amend the regulations to help address any issues raised.

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 outcomes of the employment law review, released on 23 November 2011, announced:</p> <ul style="list-style-type: none"> • major reforms to employment tribunals, delivering £40 million a year in benefits to employers; • an increased qualifying period for unfair dismissal; • a universally portable Criminal Records Bureau check which will be instantly accessible online; • a consultation on introducing compensated no fault dismissal for firms with fewer than ten employees; and • a consultation on how to slim down existing dismissal processes (including possibly changing the Acas Code of Practice on Discipline and Grievance). <p>Views were also sought on reducing the 90-day consultation period for collective redundancies and on proposals to simplify the TUPE rules.</p>

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>The Government has made good progress on extending tariffs to new areas in healthcare. In October 2011, we published a letter from David Flory, NHS Deputy Chief Executive, setting out our proposals for best practice tariffs in interventional radiology, ambulatory care, day care and outpatients settings.</p> <p>Mental health care clusters (currencies) were made available for local use in 2010/11. In 2012/13 the clusters will be mandated for contracting with local prices – although revenue will be safeguarded.</p> <p>The final payment by results package for 2012/13 will be published in February 2012, including a detailed timetable for developing currencies for child and adolescent mental health services and secure and forensic mental health services.</p>

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	Not yet started
Update	

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>On 20 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>This means that anyone whose employment is compulsorily transferred from public service under TUPE, including subsequent TUPE transfers, will still be able to keep their membership of their public service pension scheme. These arrangements will replace the current provisions for bulk transfers under the Fair Deal policy, which will no longer apply.</p>

Ensuring diversity of provision

Activity	Breaking down barriers to new provision – <i>Modernising Commissioning</i> Green Paper
Commitment	A response to the <i>Modernising Commissioning</i> 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	The Minister for Civil Society published an open letter to the voluntary, community and social enterprise sector in July 2011 setting out the actions which the Government is taking to address these issues and support the sector.

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 Government is currently scoping a Commissioning Academy to build and improve the necessary commercial skills and confidence.

Activity	Breaking down barriers to new provision – PQQs
Commitment	The Government is seeking to eliminate PQQs for all central government procurements under £100,000 (the EU threshold). For larger procurement projects in central government, we will move towards greater use of the 'open procedure', eliminating the need for a separate selection stage. For procurements that do require a PQQ, we will ensure that the minimum number of questions is asked and that they are proportionate to the size of the contract being procured.
Status	Complete
Update	15 out of 17 central departments have now abolished PQQs for procurement projects below £100,000. The new Lean Sourcing principles launched in January 2012 are supported by a Standard Solution suite of tools for procurers that sets out the decision process to select the right procurement route. For instances in which a separate selection stage is still required for a particular project, we have published a standard set of core PQQ questions.

Activity	Breaking down barriers to new provision – voluntary groups and SMEs
Commitment	The Government will review guidance covering 'best value', on how local authorities can ensure that voluntary groups and SMEs are not disadvantaged in procurement and commissioning.
Status	Complete
Update	<i>Best Value Statutory Guidance</i> was published in September 2011, setting out 'reasonable expectations' for how local authorities should work with voluntary and community groups and small businesses. This includes a duty to consider overall value (including economic, environmental and social value) when reviewing service provision, and to involve voluntary and small businesses in consultations.

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	HM Treasury and the Cabinet Office have been working closely with government departments to develop continuity regimes based on the principles set out in the Open Public Services White Paper, as an integral part of their modernisation programmes.

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	Not yet started
Update	

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	In progress
Update	This will be phased in, starting from 2012. The choice of any qualified provider will be limited to services covered by national or local tariff pricing, to ensure that competition is based on quality. We will focus on services where patients say they want more choice – for example starting with selected community services – rather than seeking blanket coverage. There are some services, such as A&E and critical care, where an ‘any qualified provider’ approach will never be practicable or in patients’ interests.

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	Under current plans for extending local autonomy, we want to set up at least four more pilot districts over the next year. By 2015, we want to roll out a national model of autonomy within the business model for Universal Credit. The design of this model will be informed by research to explore the experience of the initial local autonomy pilots. As part of our fundamental reforms, we will re-evaluate the role of the Jobcentre Plus network in the context of Universal Credit. Findings from the first two pilots will be reported in mid-2012 and will inform the development of forthcoming local autonomy pilots.

Activity	Diversifying provision – schools
Commitment	Ensuring there is diversity of provision in schools.
Status	In progress
Update	Free Schools are, and will continue to be, driven by the demands of parents, teachers and local communities. Various partnership models are emerging to help groups to realise their vision of high-quality local schools. For example, Academy sponsors and school chains are supporting parents and communities to make their applications, and to run schools once they open. One parent-led group establishing a new Free School has sought the expertise of an experienced and well-regarded international education provider from the private sector. Such partnerships – whereby Academy Trusts, as non-profit and charitable bodies, can purchase services from external organisations – allow parents and other Free School founder groups to use the expertise of specialists for some functions. They can then focus energy on the priorities that drove their interest in setting up a school, e.g. governance, standards and the curriculum. We will not allow any school to be established or owned by a commercial organisation as happens in Sweden. Parents, community groups and charities are the driving force of this policy and must remain so.

Ensuring diversity of provision

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	Twenty-four Free Schools opened in 2011 and 61 have been approved to open from 2012 onwards.

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	<p>The Government recently announced the approval of five new alternative provision (AP) Free Schools, which expect to open from September 2012. Charles Taylor's review, published in March 2012, examines the potential for new models of provision and extending payment by results approaches to AP schools and Pupil Referral Units (PRUs), to make schools more accountable for what happens to pupils they exclude.</p> <p>The review recommends that schools should be responsible for commissioning AP in order to shape local provision and that PRUs, which have an unclear role at present, should become academies (unless there are clear benefits of them not doing so).</p>

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	In October 2011, the Government approved 13 UTCs to open from September 2012 onwards; two are already open and a further three are in the pipeline. More than 130 employers are involved in the 13 UTCs to be opened from September.

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 – <i>Skills for Sustainable Growth</i> (the first phase was published in November 2010).
Status	In progress
Update	A consultation and the second phase of the Skills Strategy were launched in September 2011, closing on 21 October. The Government response, <i>New Challenges, New Chances</i> , was published on 1 December 2011.

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 is currently receiving grant recommendations from local community panels and making grant awards for the Community Action Against Crime Innovation Fund (£5 million in 2011/12 and £5 million earmarked for 2012/13 for the voluntary sector). A £4 million Choices Fund for the voluntary sector has been released, as has the Communities Against Gangs, Guns and Knives Fund (£4 million over 2011/12 and 2012/13).</p> <p>In addition, we will fund up to 30 local authority areas under the Ending Gang and Youth Violence programme (£10 million in total for 2012/13) and have already given indicative allocations to 22 local authorities; 50 per cent of the funding is for onward distribution to the VCS. We have also 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.</p>

Activity	Diversifying provision – offender services
Commitment	The forthcoming competition strategy for providing offender services will aim to open up the market further to both private sector and voluntary, community and social enterprise sector providers.
Status	Complete
Update	The Government published the offender strategy in July 2011 and will publish the first annual update in summer 2012, and launch the next phase of the prisons competition programme in November 2012.



Chapter 5: Enabling open public services

The Government recognises the fundamental shift that it is making in opening 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	Not yet started
Update	

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	Not yet started
Update	

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"> • help new providers to access different forms of external finance; • give public sector staff the freedom to take control of their own services in new enterprises such as mutuals; and • encourage new providers of all shapes and sizes and from all sectors to deliver public services.
Status	In progress
Update	<p>A number of initiatives to unlock investment resource have been introduced:</p> <ul style="list-style-type: none"> • Big Society Capital has received state aid. • The Department for Work and Pensions has launched a £30 million fund which will enable social investment partnerships to support disadvantaged young people in improving their employment prospects. • We have put out a tender for a £10 million 'investment and contract readiness' fund. • We are building on an ambitious programme of payment by results pilots and social impact bond schemes. <p>Progress has also been made with the employee-led mutual pathfinders launched in August 2010 and February 2011. In addition, we are helping public sector staff to take over the running of services, launching the Mutuals Information Service and the Mutuals Support Programme, which provide expert advice and support to public sector workers exercising their Right to Provide.</p> <p>A pipeline of potential business opportunities across government worth £50 billion has been published, and we have launched a package of measures to help small and medium-sized enterprises (SMEs) to bid effectively for public sector business.</p>

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	A package of measures to support SMEs in bidding for public sector business has been launched. These include the launch of the Contracts Finder website which lists new government contracts, the Mystery Shopper service, and the removal of pre-qualification questionnaires for procurement projects below £100,000. In addition, the Government e-Marketplace is being deployed to make it easy for SMEs to bid for below-£100,000 procurements.

Enabling open public services

Activity	Digitalisation of public services
Commitment	The Government Digital Service (GDS) will co-ordinate all central government digital activity, encouraging departments to commission user-centred digital information at lowest cost from the most appropriate provider.
Status	In progress
Update	The GDS was launched on 8 December 2011. A Digital Strategy for government will be published later this year, supported by individual departmental Digital Strategies.

Activity	Digitalisation of public services
Commitment	The 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.
Status	In progress
Update	An analysis of existing cross-government APIs has been completed. This will be revisited before July 2012. Work on a common API standard model is due to be reported on in July 2012.

Activity	Digitalisation of public services
Commitment	The 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	Work began in the first quarter of 2012 to identify the required standard metrics and will continue, to put in place a standard cost per transaction metric across all government 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 digitalised service provision.
Status	In progress
Update	A single domain for government is currently being developed to provide public-facing information in one place. A beta version of the site, containing only citizen-focused information, went live at the end of January 2012. The GDS is working with departments to facilitate their move to 'digital by default' services – for example, working with the Ministry of Justice to develop a prototype online service for the Office of the Public Guardian. Departments will publish Digital Strategies which set how they will move to digital by default for transactional services.

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	<p>The Government's aim is to have the best superfast broadband in Europe by 2015, and it is making good progress with the £530 million rural broadband roll-out programme delivered by Broadband Delivery UK (BDUK).</p> <p>The £530 million rural programme aims to establish a superfast service to 90 per cent of premises in each county by 2015 and a standard service in the final 10 per cent hard-to-reach areas.</p> <p>To complement the mainstream BDUK programme, we have launched the Rural Community Broadband Fund (£20 million). This is targeted on the 10 per cent hard-to-reach locations, bringing superfast broadband to a greater number of communities than would otherwise be reached.</p>

Activity	Digitalisation of public services
Commitment	<p>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.</p> <p>The Government will consult on:</p> <ul style="list-style-type: none"> • publishing information that would assist consumers, commissioners or providers of public services in developing better quality or value for money in public services; and • the extent to which people can take control of their own records and personal information.
Status	In progress
Update	<p>All patients in the NHS will have online access – where they wish it – to their personal GP records by 2015; this may include extra functions such as online booking of GP appointments.</p> <p>We are also 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.</p>



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