

MODERNISING GOVERNMENT

It is clear that a lot has already happened, and more is in train, to modernise the way in which Government operates. What is important is to build on that, and to strengthen and extend the actions in hand to ensure modernisation is a universal process.

We could judge that we had achieved a fully modernised Government, if we had.....

....modernised the policy process...

- i. Policies would be focused on the **key strategic issues** for the Department, and would specify the real world **outcomes** they were designed to achieve, and the **outputs** planned (including the interaction in the delivery of those outputs between the various policy strands);
- ii. Policies would be based on a **thorough understanding** of the situation Ministers wanted to change, why it had proved resistant to any previous efforts to make a difference, and the likely dynamics of bringing change about;
- iii. Policies would be **based on evidence**, using data sources both within the Department and across the research community, including international comparators, and accessed using the Internet and other technologies, as well as through dialogue and symposia;
- iv. Each policy would clearly **fit within the overall Government and Departmental strategy**, and its contribution to meeting ministerial goals and targets would be clearly specified
- v. Each Government body would have a **published strategy**, setting out the above and would regularly **review** progress towards objectives, and **report** to the Prime Minister, Parliament, and the people at large;
- vi. **Ministers** would have been **involved early** in the policy process, across a number of Departments where appropriate, and involving key players both within the Department and outside experts when brainstorming ideas;
- vii. **End users, delivery partners and other key stakeholders** would be **involved** in policy development alongside colleagues right across the Department and elsewhere in Whitehall, to develop strategies which were workable, linked, innovative and in line with best practice across the world;
- viii. There would be effective use of widespread **consultation**, utilising the latest techniques and approaches, including the People's Panel;
- ix. There would be a thorough **appraisal** of alternatives (including the most radical);

- x. **Evaluation** would be built in throughout from inception, through delivery to outputs, with regular feedback, to ensure the policy stayed focused on the outcomes it aimed to achieve;
- xi. We would integrate **communication and presentation** as critical to the success of the whole of the policy process;
- xii. Policies would mainstream **equality and environmental** issues;
- xiii. The policy process would be managed using **project management** techniques (eg setting a clear timetable, planning for interdependencies, identification of necessary resources (financial and human), risk analysis, contingency planning);
- xiv. Policies would be **deliverable**, and implemented with determination and persistence as to the key principles and objectives, but with a willingness to pilot, learn and adapt as to the practical details in the light of experience
- xv. There would be **benchmarking** of the policy process against the best across Whitehall and beyond;

....modernised delivery of those policies.....

- i. We would have identified, built and sustained long term **partnerships** at national, regional and local level of all those key players necessary to effective delivery;
- ii. In doing so, we would respect, and build upon, the **contributions** brought by central Government, local Government, the private and voluntary sectors;
- iii. There would be **clear specification** of the respective contributions of partners, and the most effective mechanism for tying resource inputs to policy outputs, whether by contract, grant or otherwise;
- iv. Service delivery would be designed around the needs of **end-users**, rather than Departmental bureaucracies, or the convenience of delivery institutions;
- v. The **end user** and the **local community** would be engaged in designing - and redesigning - delivery arrangements, with feedback built in throughout, enabling flexibility and responsiveness to changing local needs;
- vi. We would make the most effective use of **technologies** to design, consult on and deliver policies, to link Government to intermediaries, and to the citizen;

....and modernised the management of people and other resources.

- i. All Government bodies would have effective **business planning** arrangements, from a corporate vision at the top, through annual goals and targets set at Departmental (and where appropriate, cross-Departmental) level, down to interrelated plans at Divisional and individual level;

- ii. Delivery against those plans would be **reviewed** at least twice a year, and adjustments made where necessary to ensure planning was a living, breathing process, not a stultifying straitjacket;
- iii. As part of these processes Cabinet Ministers would **report** twice a year to the Prime Minister, to Parliament and to the people, with a direct focus on quality improvement achieved through performance measurement and benchmarking;
- iv. All policies and delivery arrangements would be **scrutinised** at least once every five years, to ensure they remained the most effective way to deliver Government goals and targets;
- v. We would place greater emphasis in the way we organised and held people accountable on the **outcomes** we wanted to achieve, devolving responsibility and empowering people so as to make the most of all their talents;
- vi. The **National Audit Office** would regularly scrutinise the management and planning arrangements of Departments, and of cross-Government themes, and report both to the PAC, and to relevant Select Committees of Parliament, who would call Accounting Officers, singly or in groups, to account. Cross cutting Select Committees might need to be set up on a one-off basis for this purpose;
- vii. Arrangements would have been set in place to enable effective **accounting** for cross-Departmental initiatives, which enabled imaginative and creative developments to take place, while not watering down accountability for public expenditure;
- viii. All Government bodies would have attained the standards set by **Investors in People**, so enabling all people to be empowered to take responsibility, know where they fit into the organisation, and why their job is important;
- ix. Working within a centrally agreed framework of **values**, upon which there had been widespread consultation, all Government bodies would have developed through the involvement of all their people a set of shared values relevant to their organisation which would underpin all their operations, and against which each part of the organisation could measure its progress in living up to those values;
- x. All Government bodies would effectively **manage diversity**, taking action to make the most of the talents of all their staff regardless of gender, race, disability, age, or sexual orientation, to eliminate inappropriate behaviour and to work flexibly by introducing family friendly policy.
- xi. The **competences, skills and attitudes** required for public servants in the 21st century would have been defined and promulgated, supported by a strong central programme of development, and a requirement for all Departments to review and implement new recruitment, development and training programmes against that new template;

- xii. There would also have been a thorough review of central **Civil Service operations** generally - recruitment, performance management, promotion - including the operation of the Civil Service Commission, and the role of the Civil Service College;
- xiii. All Government bodies would regularly update their **ways of working**, including working in flexible, non-hierarchical teams, and across artificial boundaries, removal of gradist practices, instilling equality of opportunity for all, and making best use of the latest technologies;
- xiv. There would be a regular and systematic campaign to increase **creativity, imagination and radical thinking** throughout Government, including the elimination of barriers, as well as investing in the development of new techniques and approaches
- xv. arrangements would be in place for effective and systematic two-way **communications** throughout Government, and between Government, the wider public sector, and the world at large;
- xvi. There would be regular opportunities to **bring more people** with relevant experience in from **outside Government**, and for public servants to be **seconded externally**, elsewhere in the public sector, in the private sector, or to the European institutions.

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