



Together we can REALLY take back control

A Manifesto for the Centrist Party

www.centrists.uk

September 2017

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Introduction

Together we can REALLY take back control. Unlike other parties, we are not seeking to impose a pre-set vision of society on the electorate. We are neither going to nationalise everything nor slash benefits and tax. Rather, we are seeking to change the way *decisions* are made so that the *electorate* changes society to what it wants it to be. We are going to make rational decisions which are supported by the consensus among the people. Just doing the right thing.

For many people our traditional political processes are simply not working. The forces of globalism and free trade have brought prosperity to many but despair and disillusionment to many others. Populist votes have shown the degree of resentment. The world has become more dangerous as resentment turns to increasingly violent protest.

But we can change all that. There have been many wonderful slogans in the past:-

- Take back control
- From each according to his ability, to each according to his needs
- Education, education, education
- The invisible hand of free markets working for the common good
- YES WE CAN

We can deliver on all these - a lot in one 5 year parliamentary term, all of it in two. The problem in the past has been that we have fought among ourselves rather than pulling together. Centrism will address all the issues, one after the other, run an honest spin-free debate, consult the electorate and decide to implement the solutions that are effective and supported by the consensus. People in control. Rational management. Progress on all issues. Togetherness. Peace. Prosperity. Happiness. It's all possible

In many areas, such as education or health, unlike the other parties we are not setting out a predetermined programme of change; rather we are pointing out the different possibilities and showing how we would make the decision and ensure it was supported by the people. And because we don't have pre-set policies, but do have pre-set decision making processes, we can deal with *anything*. In time we can solve every problem in a straightforward way to implement improvements which last.

And the days are gone when political debate was a polarised contest between ideologies – state ownership vs free enterprise as the underlying system. Nowadays Left and Right represent a spectrum of *preferences*, particularly over the extent of state involvement in the lives of citizens within a regulated, capitalist market economy. A spectrum with a central majority allows us to move away from adversarial politics and towards the central

consensus – recognising what people want and giving it to them. This gives us a huge opportunity to improve the lives of our citizens by sweeping away the complexity and enormous cost of Government inherited from the decades of gladiatorial politics. Just doing Government properly. It's time for change.

In this Manifesto we set out how we might determine the consensus and take the decisions to move towards it. It is set out as a logical analysis from the truism that everyone wants to be happy down to a programme of proposed actions to make sure people *are* happy. We consider first the role or purpose of Government and how we know when the Government is doing a good job; these then lead to the policies we should set as the continuing aims of Government. Then how we make decisions and ensure consensus; how the Government should organise itself to fulfil its aims and how we can report on their performance allowing the electorate to make an informed judgement. Finally, we discuss the problems that can be observed currently in the provision of services to fulfil these aims - and so what strategic initiatives are required to address those problems in order to improve the lot of the citizen.

Those strategic initiatives are the proposed actions to ensure people's well-being so collectively they form the Manifesto of the Centrist Party. Note that only some of these initiatives are quick fixes. We can solve all the problems (although over time further opportunities or problems will continually arise) but we can't solve all of them quickly. Haste and short-termism have in the past simply given rise to further future problems and complexity. The strategic initiatives aim to simplify and solve each of the problems once and for all – not least because they aim to implement the consensus solution.

The role and purpose of Government

Why have Government at all? Why do we have defence, education, health and all the other functions? It has usually been overlooked by recent administrations that all these activities should add up to the role of Government being to enhance the happiness of its citizens. People are sometimes put off by that concept finding it naïve or facile. But it is actually very powerful encompassing all issues such as money, health, employment, relationships in one measure. It really is that simple. With this kind of approach we would focus much more on such issues as clinical depression, dysfunctional families or relationships – major causes of UNhappiness – as well as the traditional incomes, employment, security etc. This Centrist thinking will drive all we do. A fundamental requirement is an annual independent report on the well-being of the British people in order for the electorate to judge directly how well the Government is doing.

A key facet of fulfilment is self-determination – being in charge of your own life - so it is axiomatic that Government should intervene in people's lives as little as possible although there will be shades of opinion on what "as possible" means. And there is a limit to the resources that people are willing to allow Government to commit so cost effectiveness will always be a requirement. But there are situations where citizens need the Government's support and it is these that determine the functions that Government will undertake. These will include the provision of security, law and order, education, health, certainty in the provision of the necessities of life and the ability to achieve a good standard of living. In addition there are situations where the well-being of citizens can be enhanced by light touch Government activity. These include communities, relationships, philanthropy, compassion, mental health, parenting and many more.

So we suggest that Government's role is to provide a framework within which each citizen has the opportunity to flourish. This framework might be subdivided into 13 purposes:-

Governing and regulating the economy efficiently and effectively

1. Running the Government efficiently
2. Managing the economy

Keeping British citizens safe

3. Keeping us safe from threats from foreign countries and, with international co-operation, safe from threats of human extinction
4. Ensuring an adequate supply of energy while playing our part in international moves to keep us safe from climate change
5. Keeping us safe in the UK from crime, terrorism and illegal immigration

Ensuring that British citizens are fed, sheltered and healthy and have the necessities of life

6. Providing a world class health service free at the point of delivery

7. Ensuring a reliable supply of reasonably priced good quality food
8. Ensuring that people have adequate housing and that they live in supportive communities with a say in what affects their lives.
9. Ensuring that every British citizen has sufficient income for the necessities of life
10. Ensuring that British citizens are educated and trained in skills that will equip them for a productive and fulfilling life
11. Providing the environment in which British businesses can flourish
12. Managing the use of land as a source of amenity and pride for current and future generations
13. Creating a culture which encourages citizens to celebrate being British.

Making it Happen

■ *Organisation, Policy, Performance Reporting and Strategic Initiatives*

How should the Government organise itself to meet these purposes? The Government has 25 Ministerial Departments, 22 non-Ministerial Departments, 370 Agencies and other public bodies, 76 high profile groups within departments, 11 public corporations and 3 devolved administrations. This excludes consideration of local government arrangements. It is just too big. It has grown like Topsy as politicians have added layer upon layer of complexity. It can be made simpler and more purposeful. If we were starting with a clean sheet, Government organisation would be leaner and much more focused. We suggest that the 25 Ministerial departments could be reduced to 13 – each with a clear Statement of Policy to define what it is to achieve - with all other departments and agencies being incorporated into the Ministerial departments. The details of these changes are set out in Making it happen (3) – Re-organising Government.

A summary of key initiatives is given in Making it happen (4) - The main developments in the first 5 years.

Making it happen (5) Strategy - Policies and Programmes for a 13 Department Government gives a section for each of the 13 proposed departments showing:-

- Its Policy Statement – a clear exposition of what the department is there to achieve
- Performance Reporting – a description of the reports that should be regularly prepared and published to allow us, the public, to judge how well the department is doing
- The proposed Strategic Initiatives which aim to move the department into a better position to fulfil its policy requirements. Each initiative is presented as the actions required to be taken within the following indicative timescales:-
 - In the first 100 days – the tasks required to set programmes in motion or to set the base for further initiatives
 - Over the remainder of the first year – essentially harvesting the low-hanging fruit or making progress on longer-term initiatives
 - In the next 4 years – things that might be completed in a parliamentary term
 - Over a longer term - because many things simply cannot be completed in 5 years.

Making it Happen

■ *Decision Making and Consensus*

Democratic Centrism fosters a consistent evidence-based approach to decision making. There is no party line to be protected, we just have to do the right thing. So, when any policy area is under review a normal rational decision making process can be applied such as:-

- Research – what is the current position, why is it unsatisfactory, who is affected, how does it impinge on them?
- Identify alternative options – there are always several different possible approaches, frequently ranging across the political spectrum
- Evaluate options – what costs would each option incur and what benefits would it produce, what non-financial effects would it have, how certain can we be in these forecasts?
- Test for consensus – the testing would vary from issue to issue. If it is a relatively simple issue then a survey or focus group testing might be sufficient. At the other end of the spectrum if it is a matter of great importance on which there are opposing and mutually exclusive points of view then a referendum might be necessary (see below)
- Decide – once it has been determined which option gives the greatest net benefit to the greatest number of people and that it has consensus support then that approach is decided upon. This process ensures that it is unlikely that a future government will simply undo any reform although everything is open to continual improvement
- Implement – to put the selected course of action into effect might sometimes take years so a rigorously planned and monitored implementation programme will be required
- Review – during implementation and after, the project has to be reviewed to ensure that the costs are as anticipated and that the planned benefits are achieved.

Such an apolitical decision making process can be applied to any policy area. In particular any problems that we have not identified in this manifesto can simply be incorporated into the programme and addressed using the same process. We are driven by real issues and their priorities, not political programmes.

Referendums

As we have recently seen referendums are an expensive and potentially ineffective form of decision making. We would aim generally to demonstrate the consensus on an issue in other ways. But very occasionally – where an issue has been a political football for decades and people have entrenched positions – a referendum might be necessary.

But any referendums will not be of the divisive binary (Yes/No) type such as we suffered on the EU. The aim is to achieve consensus – the course of action that is wanted by, or at least acceptable to, the majority of people. Typically then we would offer 5 options covering the spectrum of political opinion. Each option would be proposed by a campaign team but

there would be an absolute ban on misleading information – arguments are to be won on their merits not on spin, innuendo or rhetoric. And voting might be to rank the options so that the least popular can be eliminated according to second and third preferences.

Under this process we can be reasonably confident that the electorate will be engaged and will make an informed decision. And that the decision will reflect the consensus of the country so will stick.

Making it Happen

Re-organising Government

In this section we show the 13 proposed Government Departments and which of the existing activities they would absorb.

1. Cabinet Office

Purpose

Effective management of Government: Policy, strategy and control. Central services – performance reporting, IT Development and efficiency, procurement, HR, census, quality control and audit.

Other Departments Incorporated

Office of the Leader of the House of Commons

Office of the Leader of the House of Lords

UK Statistics Authority

Significant Agencies Incorporated

Crown Commercial Service

Government Internal Audit Agency

2. Her Majesty's Treasury

Purpose

Managing the economy

Other Departments Incorporated

Her Majesty's Revenue and Customs

UK Export Finance

Significant Agencies Incorporated

National Savings and Investments

Valuation Office Agency

UK Debt Management Office

3. Foreign and Commonwealth Office

Purpose

Keeping citizens safe from international aggression and global threats of human extinction through diplomacy and defence. Providing effective foreign aid.

Other Departments Incorporated

Ministry of Defence

Department for International Development

UK Trade & Investment

Significant Agencies Incorporated

FCO Services

Wilton Park

Defence Electronics and Components Agency

Defence Science and Technology Laboratory

United Kingdom Hydrographic Office

4. Department of Energy and Climate Change

Purpose

Ensuring an adequate supply of energy and supervising the UK's part in climate change management

Other Departments Incorporated

None

Significant Agencies Incorporated

Oil and Gas Authority

5. Home Office**Purpose**

Keeping citizens safe from domestic threats through Police, Anti-terrorism and Security services and by maintaining effective systems of law, courts, crime prevention and reduction, prisons. Passport Office and register of British citizens

Other Departments Incorporated

Ministry of Justice

Attorney General's Office,

National Crime Agency

Serious Fraud Office

Office of the Advocate General for Scotland

Crown Prosecution Service

Supreme Court of the UK

Significant Agencies Incorporated

Government Legal Department

Criminal Injuries Compensation Authority

HM Courts and Tribunals Service

Legal Aid Agency

National Offender Management Service / HM Prisons

Office of the Public Guardian

6. Department of Health**Purpose**

Promoting well-being through good physical and mental health

Other Departments Incorporated

None

Significant Agencies Incorporated

Medicines and Healthcare Products Regulatory Agency

Public Health England

7. Department for Food and Agriculture

Purpose Ensuring that efficient agriculture and food distribution systems deliver good, reasonably priced food in adequate quantities in both normal and emergency circumstances

Other Departments Incorporated

Food Standards Agency

Significant Agencies Incorporated

Animal and Plant Health Agency

Centre for Environment, Fisheries and Aquaculture Science

8. Department for Housing, Communities and Local Government

Purpose

To promote well-being by ensuring that people have adequate housing, an appropriate degree of say in what affects their lives and live in supportive communities.

Other Departments Incorporated

Northern Ireland Office

Scotland Office

Wales Office

Significant Agencies Incorporated

Planning Inspectorate

Queen Elizabeth II Conference Centre

9. Department for Work and Pensions

Purpose

Supervision of the Welfare State – ALL benefits. Providing an appropriate safety net for British citizens in need.

Other Departments Incorporated

None

Significant Agencies Incorporated

Government Actuary's Department

10. Department for Education

Purpose

Promoting well-being by ensuring that British citizens are educated and trained in skills that will equip them for a productive and fulfilling life

Other Departments Incorporated

Office for Standards in Education, Children's Services and Skills

Office of Qualifications and Examinations Regulation

Significant Agencies Incorporated

Education Funding Agency

National College for Teaching and Leadership

Standards and Testing Agency

11. Department for Business, Innovation and Skills

Purpose

Providing the infrastructure and supporting services in which British businesses can flourish

Other Departments Incorporated

Competition and Markets Authority

Significant Agencies Incorporated

Innovate UK

Companies House

Insolvency Service

Intellectual Property Office
Met Office
National Measurement and Regulation Office
Skills Funding Agency
UK Space Agency

12. Department for Environment, Land Use, Transport and Utilities

Purpose

Protecting and managing the land as a source of pride and amenity for present and future generations. Regulating land users, particularly utilities.

Other Departments Incorporated

Department for Transport
Office of Rail and Road
Forestry Commission
Office of Gas and Electricity Markets
Water Services Regulation Authority
Ordnance Survey

Significant Agencies Incorporated

Driver and Vehicle Licensing Agency
Driver and Vehicle Standards Agency
Maritime and Coastguard Agency
Vehicle Certification Agency
Forest Enterprise
Forest Research
HM Land Registry

13. Department for Culture, Media and Sport

Purpose

Promotion of well-being through pride and joy in being British.

Other Departments Incorporated

Charity Commission for England and Wales

Significant Agencies Incorporated

The Royal Parks
The National Archives

Making it Happen

■ *The main developments in the first 5 years*

The main strategic initiatives - those that will most impact on all of our lives - are summarised in this section. Fuller detail is given in Making it happen (5) Strategy - Policies and Programmes for a 13 Department Government.

1. We will change permanently the way politics and Government are done. Initiating this change is our first priority. We will eliminate ya-boo politics and constant policy U-turns and introduce professional management to Government. We will make ministerial appointments apolitical and on merit. And bring the Civil Service Code more into line with the UK Code of Corporate Governance in giving greater independence to Permanent Secretaries (as CEOs) while ensuring that all major decisions are approved by the Minister, Cabinet or Parliament. The Civil Service employs many of the country's finest brains and we will unshackle them from chaotic political management so that they are freed to perform - as agile as agencies are at present. In particular we will introduce a culture of continual improvement and transparency so that departments routinely up their game without Government intervention.
2. We will introduce an annual report which will allow citizens to judge Government performance on improving the well-being of the population. The power of this simple idea lies in the facts exposed – if we determine what makes people lastingly happy we can encourage more of it and we can help people avoid what makes them unhappy.
3. Whatever position we inherit we will have to regularise relations with the EU. If we are still in then we will use an agency like YouGov to determine the consensus option upon which the british people generally agree – hard exit, various types of soft exit or to remain. We'd expect the consensus to form round either an exit with a Canada-style free trade agreement, the development of a two-tier Europe where we and other second tier countries revert to the 1975 Common Market or simply remaining in but with an emergency brake on immigration and a commitment to reform. We'd also test whether there was an appetite for a new referendum on this. It would then be easy to negotiate with the other 27 countries because all the soft exit options are reasonable. And even easier in the unlikely event that the consensus was on hard exit or remaining. If the position we inherit is that we are out or on an irrevocable path towards exit we will ensure that the UK maintains good and effective relations with the EU.
4. Over 5 years we will dramatically simplify the tax system so that it is simple, clear, unavoidable and universally accepted as fair.
5. Over at least 10 years we will significantly reduce the cost of Government, from the present 50% of Gross National Product. Savings will be achieved from efficiencies and continual improvement, clear goals and transparent performance reporting, organisational structure changes and restructuring of functions. This will ensure the

continued and enhanced provision of essential services while putting some spending decisions into the hands of consumers rather than Nanny State.

6. Because Government spending and debt are so high we cannot immediately adopt normal Keynesian methods of cutting taxes and increasing expenditure to stimulate the economy. We will therefore adopt non-fiscal methods to boost consumer confidence and stimulate the economy. These include the initiatives described below on adult illiteracy, foreign aid and training.

7. We will make the safety of our citizens the most important task of Government and will address various threats to that safety:-

7.1 We will merge the Foreign and Commonwealth Office with the Ministry of Defence so that diplomacy will be our primary approach to foreign threats although military power can be mobilised through the same management structure if required.

7.2 We will make continual reductions in the levels of crime, terrorist threat and illegal immigration by adopting rational, consistent and persistent approaches to each. And we will address the reasons why people become criminals in the first place We will tackle the problem of Islamist terrorism and inter-community strife by involving the moderate Muslim community in measures to improve integration.

8. Our criminal justice system is good – ranked 12th in the world. But we can do better. Too many crimes go unpunished while at the same time too many innocent people suffer a miscarriage of justice. It is impossible to avoid mistakes but we will conduct a root and branch review of the criminal justice system to determine where it can be improved.

9. The Human extinction threats - nuclear war, meteor strike and global warming - require international action and we will take steps to enhance the UN initiatives on these.

10. The UK is committed to giving 0.7% of our GNP in foreign aid. We will change our approach in two main ways. First we will channel all our aid to a single country in order to raise its living standards to those of, say, Thailand within 20 years – and encourage other donor countries to adopt the same approach. Second we will send our own people, typically those who are young, unemployed and in need of a set of skills to help in the infrastructure building and other works. To be able to make a real difference to the lives of those less fortunate is a huge character builder – similar to those unemployed in 1939 who fought in the war.

11. Our programme includes important reforms upon which there will be several possible approaches. It is fundamental to our proposals that the electorate is engaged in considering these options and we need to ensure that they are properly informed. To ensure honesty and balance in debates – but also in media reports and advertising - we will consider introducing a simple but powerful law to make it illegal to mislead. In the rare cases where a referendum is necessary the campaigns will be orderly and informative with an absolute ban on the sort of hype we saw in the Brexit campaigns.

In particular referendums will be multiple choice so that voters can indicate second and third preferences.

12. Our National Health Service is much-loved and performs reasonably well in international rankings. There is a continual tension between the cost and the quality of the service with sometimes rancorous debate on efficiency and the demands made upon staff. The 2012 Lansley reforms have not worked well. We will test the consensus to settle once and for all the question of what kind of NHS we want and how we pay for it. In the short term we will formalise the Accountable Care Organisation arrangements that the present government is feebly pursuing. This will be a temporary expedient to allow small and agile IT developments to be co-ordinated and to put extra money into preventative medicine to reduce the demands on the NHS in the medium term.
13. We will house the homeless. It is unacceptable that anyone has to sleep rough in a country as rich as the UK.
14. It takes a village to raise a child. And we have largely eliminated the village-like communities in which we all used to live – even in towns. We will tackle the decline in quality of life by bringing back strong, supportive communities as a mainstay of people's lives.
15. Our Welfare State, introduced largely just after World War 2, has been very successful in supporting people through disastrous periods of their lives. It provides a wonderful safety net. But over the decades it has grown in complexity, size and cost and is now often criticised for being ineffective or even counter-productive in creating a climate of dependency. We will now make the decision on where to draw the line between standing on your own two feet and relying on Nanny State. We will review all the options and encourage a national debate to settle once and for all what kind of Welfare State we want.
16. We will reform the benefit system. The actual reforms we make will depend on the outcome of the debate on the Welfare State. But we will make it simpler and clearer. It is likely that we will consider a trial of Universal Benefit Income. This would remove means testing on benefits and instead pay a basic income to everyone but tax it from those that do not need it. Everyone will be better off because this is cheaper and more closely targeted than the existing system.
17. We will beef up the unemployment service to ensure that each long-term unemployed person is given an individual assessment of the skills he or she needs to acquire in order to secure a fulfilling job. And we will provide incentives for employers to take on and train unemployed people. We will aim eventually for zero long-term unemployed.
18. The ranks of the unemployed and the prison population contain a far greater proportion of adult illiterates than the population in general. And adult illiteracy is a huge failing of our education system. We owe it to these people urgently to give them these basic life

skills. Within 100 days we will set up a programme to match 1m adult illiterates with 1m volunteers to teach them to read to the standard required for the Daily Mirror.

19. The education system has been a political football for the last 50 years. We have a system whose working hours are totally out of kilter with the rest of society, which only keeps going by making huge and untenable demands on teachers, which fails adequately to engage parents but which, yet, produces decent, if not fantastic, results. We can do better. We will commission market research to identify 5 structural options for the education system. We will appoint a team to campaign in a national debate for each option – to spell out the details and the benefits, but also to be honest about the disadvantages. We will determine the consensus solution. And will then implement it possibly over a number of years.
20. Our land use is chaotic with many agencies controlling different aspects. We will merge the Department of Transport and various other functions into the Department of the Environment to create a new department specifically tasked with managing the land as a source of amenity and pride for our citizens.

There are many areas where we do not propose to take action within 5 years because we do not consider there to be any severe or urgent problem. These can always be addressed if the view on priority changes. Examples include reform of legal migration rules, action on population growth, further reform of the second chamber, alternative voting systems, review of devolution of powers to both the countries and regions of the UK and more.

Making it Happen

■ Strategy - Policies and Programmes for a 13 Department Government

In this section, for each department, we give an explanation of its proposed policies, performance reporting and strategy.

Governing and regulating the economy efficiently and effectively

1. Cabinet Office - Running the Government efficiently
2. HM Treasury - Managing the economy

Keeping British citizens safe

3. Foreign and Commonwealth Office - Keeping us safe from threats from foreign countries and, with international co-operation, safe from threats of human extinction
4. Department of Energy and Climate Change – Ensuring an adequate supply of energy while playing our part in international moves to keep us safe from climate change
5. Home Office - Keeping us safe in the UK from crime, terrorism and illegal immigration

Ensuring that British citizens are fed, sheltered and healthy and have the necessities of life

6. Ministry of Health - Providing a world class health service free at the point of delivery
7. Department of Food and Agriculture - Ensuring a reliable supply of reasonably priced good quality food
8. Department for Housing, Communities and Local Government – Promoting well-being by ensuring that people have adequate housing, an appropriate degree of say in what affects their lives and live in supportive communities
9. Department for Work and Pensions - Ensuring that every British citizen has sufficient income for the necessities of life
10. Department of Education - Ensuring that British citizens are educated and trained in skills that will equip them for a productive and fulfilling life
11. Department for Business, Innovation and Skills - Providing the environment in which British businesses can flourish
12. Department for the Environment, Land Use, Transport and Utilities – Managing the use of land as a source of amenity and pride for current and future generations
13. Department for Culture, Media and Sport - Providing an environment which allows citizens to celebrate being British

1. Cabinet Office

Policy Statement: We will run the Government efficiently and effectively, monitoring the performance and quality of services and generating continual improvement in the well-being of British citizens.

Performance reporting: The Government will prepare an annual report giving an overall assessment of well-being among British citizens and its distribution and changes therein, analysing the total cost of Government and setting out objective measures of performance for each of the 13 purposes set out in policy statements.

Strategic initiatives:

1.1 Make ministerial appointments apolitical and on merit and adopt the UK Code of Corporate Governance for Government Departments

Adversarial politics, ministerial ego and short-termism related to the 5 year cycle of elections have devastated the machinery of Government which has been made progressively more complex – and expensive – over the last century. Our main reform will be to reverse this. Permanently – and quite quickly. And we must deal with the problems of misinformation and lack of transparency in order to ensure that the press and electorate are fully informed and engaged in holding the government to account. 100 days: We will not make Ministerial appointments immediately on taking office. First we will require within 30 days a published report from each department, without ministerial input, on proposed initiatives to simplify, to improve customer service and to reduce cost. This will allow us all to judge the ambition and capability of the Permanent Secretaries who we wish to become effectively the Chief Executives of their departments

1 year: We will hold all-party discussions on revised parliamentary procedures to remove the adversarial approach. We will appoint a Cabinet with a representative spread of political opinion and with technical competence. Ministers will act as Chairmen working with the (Civil Service) Chief Executives. The Cabinet will review and approve initiatives proposed by departments. We will require departments to operate transparently and listen to press complaints thereon. We will consider introducing legislation to make it a crime to mislead.

Longer term: We will continue to improve with a special focus on simplification and cost reduction with the aim of significantly reducing Government spending from nearly 50% of GNP. But we will not achieve that in one parliamentary term.

1.2 Review IT strategy

It is intolerable that Government is unable to implement major systems such as that for the NHS. But at the same time it is creditable that small developments have made significant improvements in many areas. We will bring a coherent and rational approach to the application of IT to Government.

100 days: We will commission a review of IT organisation and processes which will develop a strategy for “agile” implementation of a range of projects to produce continual improvement.

5 years: We will Implement the strategy and continually review this programme of development projects. IT development will be a continual activity.

1.3 Introduce an annual survey of well-being to show overall performance and required policy initiatives

This is such a powerful and simple idea that it is amazing that it has not been done before – a true testament to the inadequate management skills of politicians in general! The role of Government is to enhance the well-being of its citizens. So let's be clear how well we are doing – no fudge, just facts. We will introduce an annual report which will allow citizens to judge Government performance on improvements to the well-being of the population. The power lies in the facts exposed – if we determine what makes people lastingly happy we can encourage more of it and we can help people avoid what makes them unhappy.

100 days: We will commission a study into the format of a report and data sources.

1 year: We will publish the first survey. The findings will inform policy decisions. We won't pre-empt the findings but would expect to find issues in the causes and treatment of depression, relationships, binge drinking, unemployment, parenting and much more.

5 years and Longer term: We will publish a report annually so that we can all check progress and identify new initiatives to continually improve. We can have a relatively quick and growing impact on the well-being of the people of this country.

1.4 Institute rigorous performance reporting, including quality control and audit across the whole of Government

Adversarial politics and short-termism have left us an over-complex and expensive Civil Service structure which is ineffective and in need of performance management.

100 days: We will commission a review of performance measures and reporting thereon throughout Government and the Civil Service to ensure "joined up" activity planning.

The definition of performance measures will be very quick and will have a fairly immediate effect in clarifying what we expect of our Civil Service - in particular removing the fudges and compromises that are the residue of short-term political decision making.

Longer term: The implementation of reporting systems will take several years, and will depend to some extent on the IT strategy, but we will make steady progress with continual improvement in performance as we go.

1.5 Complete the long standing Whole of Government (WoG) accounting review

It is outrageous that our Government cannot produce accounts to the same quality as our public companies. We will drive this project to a conclusion after many years of foot dragging.

100 days: Set the basis of accounting and the consolidated annual report for WoG

5 years: Implement and continually improve. That's all there is to it.

1.6 Reviews of procurement and HR

Nothing complicated – just joined up management

100 days: We will commission reviews

1 year: We will implement recommendations

1.7 Include illegal immigration enquiries in the census procedure

No-one knows how many illegal immigrants there are in the country. We don't need a witch hunt but we also don't want to be a soft touch. As a straightforward aid to this effort, the census every 10 years is an ideal opportunity to identify some illegal immigrants.

100 days: We will issue an instruction for the Office of National Statistics and the Home Office to co-operate in the next census

1.8 Review strategic processes

Strategy in Government is an odd animal. Unlike company strategy it is not driven by external trends and customer demand. It is mainly a collation of a variety of improvement initiatives and so it is fairly simple. But some cross-department co-ordination is necessary so it will be good to review the strategic processes that exist. At minimum letting the left hand know what the right hand is doing will be beneficial.

1 year: We will commission a review of strategic processes and implement its findings.

2. HM Treasury

Policy Statement: We will use the full range of fiscal and monetary controls to keep the economy within reasonable bounds for both unemployment and inflation.

Performance reporting: Rate of unemployment of British citizens and rate of inflation

Strategic initiatives:

2.1 Boost the economy:

As Government expenditure has crept up towards 50% of Gross National Product the traditional tools of tax and spending have become less effective in controlling the economy to the point where a stimulus is needed but the National Debt is so high a stimulus is not possible.

5 years and Longer term: We will restore the traditional controls by reducing Government spending as a % of GNP. Meanwhile we will introduce non-financial measures (such as those on adult illiteracy, skills and overseas aid) to boost confidence and to stimulate the economy.

2.2 Root and branch simplification of the tax system

We have too many taxes, we have counter-productive taxes, we have excessively complex taxes. The system is costly to run and ineffective. We will clarify, simplify and simply abolish many taxes – although this might mean that the rates of tax on those that we retain might have to rise.

100 days: We will commission a review of the present tax system

1 year: We will set out our ambition for the eventual system and publish a programme of simplification measures.

10 years: We will implement those measures and continue to reduce the number of taxes

2.3 Turn deficit into surplus; reduce both expenditure and tax as a % of GNP

100 days: No central initiative – but central management. The decentralisation of Departments and enhanced external reporting reported under Cabinet Office will provide the basis for a continual flow of simplifications, improvements and cost reductions. The role of the Cabinet will be to encourage, query, manage – and applaud!
10 years: All the departmental initiatives will reduce Government expenditure; tax will be reduced as part of this initiative. As expenditure reduces we will determine the consensus on reducing tax vs repaying the National Debt

3. Foreign and Commonwealth Office incorporating Ministry of Defence and MI6

Policy Statement: We will avert threats from foreign countries predominantly by diplomacy – ensuring good relations with all other nations, including meeting our foreign aid obligations. However, we will also maintain our armed forces in a state of readiness to defend us from attack if that is a possibility. We will address threats of human extinction internationally through United Nations initiatives. These are global warming, meteor strike, nuclear war and possibly uncontrolled Artificial Intelligence. Others may yet be identified

Performance reporting: An annual report summarising the overall level of threat using the defined scale (5 levels from Low to Critical) and preparedness therefor, assessing the quality of relations with each country and changes in the year, reporting on cost and actions taken and planned to mitigate. Also the amount and effectiveness of our foreign aid programme

Strategic initiatives:

3.1 Merge FCO, MoD and MI6

1 year: We will settle the organisation structure and management of the combined department and implement the merger

5 years: We will combine defence and diplomacy spending reviews appropriately to deal with the main threats

3.2 Regularise relations with the EU

Whatever position we inherit we will have to regularise relations with the EU. We don't believe that either the referendum or the 2017 General Election gave a conclusive mandate. It remains very unclear what the British people actually want. But if we are still in the EU this can be fixed fairly quickly and simply. It is possible that the people want a hard exit or even to remain. But, we believe, it is more likely that they'd prefer one of three (or more) soft exit options:-

- an exit with a Canada-style free trade agreement,
- the development of a two-tier Europe where we and other second tier countries revert to the 1975 Common Market or

- simply remaining in but with an emergency brake on immigration and a commitment to reform.

We will use an agency like YouGov to determine what the people actually want - which option would give a national consensus. We'd also test whether there was an appetite for a second referendum on this. It would then be easy to negotiate with the other 27 countries because all three soft exit options are reasonable. And even easier to negotiate in the unlikely event that the consensus was on hard exit or remaining.

But if we inherit an unavoidable course towards exit then we will leave maintaining good and effective relations with the EU and keeping open the possibility of re-joining at some time in the future.

If we do end up remaining within the EU we will seek to make the appointment of President of the Commission more democratic and arrange for more reporting of European affairs in British media to promote interest. We will tease a programme of reform along, set up continual improvement mechanisms and maintain continuous discussion of proposals with all heads of state individually.

3.3 Maintain regular contact with all countries

The greatest problems of the world can only be solved by international co-operation, So we will give much greater prominence to relations with EVERY country in the world than it has had with previous administrations

100 days: We will set a rolling programme for visits, one week in four, by the Prime Minister, Foreign Minister and officials

5 years and Longer term: We will implement and maintain the programme.

3.4 Set up a Group of Democratic Nations to reduce war risk

In general democracies don't make war with democracies. We will set up a group of democratic countries which others will aspire to join providing an incentive to convert to democracy.

100 days: We will set up a task force to draw up the plans - define "democratic", list countries to be invited to join, determine the benefits of membership.

1 year: We will discuss the plan with leading countries and refine it.

5 years: We will introduce the group and gradually develop it. We will encourage and help countries who aspire to join to meet the democratic criteria.

Longer term: Review progress, plan for a next stage to increase the Group's influence

3.5 Mobilise the UN to address extinction threats

The threats that need international co-operation are global warming, meteor strike, nuclear war and possibly uncontrolled Artificial Intelligence. The UN has initiatives on all of these but we want to make them more purposeful, better understood and better supported.

100 Days: We will establish a task force to prepare the case and a presentation.

1 year: The task force will test and refine the case in discussion with main allies

5 years: We will put the case to the UN and take a role in implementing UN procedures.

Longer term: This project will need to be pursued and maintained

3.6 Tackle climate change

We will take a full part in international action to combat climate change. See the Department of Energy and Climate Change below for the UK's specific actions.

3.7 Review the approach to foreign aid – target one country to turn it around

The UK is committed to giving 0.7% of our GNP in foreign aid. We support this – inequality is one of the worst problems on the planet. But our giving is clumsy and ineffective. We will give aid to a single country with the aim of raising its living standards to those of Thailand (say) within 20 years. And we will encourage other donor nations to do the same.

The aid will probably be on infrastructure projects, schools, hospitals and Government administration. As a side benefit of this approach we will use many of our young people, particularly unemployed, unskilled young people in the projects undertaken as a means of boosting confidence and self-esteem. We believe the ability to tell one's grandchildren "I made a difference to people's lives" is a huge character former.

100 days: We will commission a study to determine the candidates as adopted country and set out the approach.

1 year: We will agree the approach and implement it

5 years and Longer term: We will review progress in the adopted country. A subsequent Government might consider starting on a second country.

3.8 Through the UN regulate the power of multi-nationals

See Department for Business, Innovation and Skills below

4. Department of Energy and Climate Change

Policy Statement: We will make sure the UK has secure, clean, affordable energy supplies and fulfil our obligations under international agreements to reduce emissions and otherwise adapt to climate change. With the FCO we will support countries with extreme poverty in their efforts to the same end. And we will play a full international role in ensuring that the UN has an effective programme in place

Performance reporting: Annual report of progress against the programme to eliminate carbon dioxide emissions by 2050.

Strategic initiatives:

4.1 Climate change

The IPCC report is already done and tells us what we have to do by 2050.

100 days: We will define the strategy for the UK to eliminate CO₂ emissions by 2050.

We will mobilise a consensus for action among the public

5 years: We will implement the strategy.

Longer term: We will continue the strategy and monitor other countries' progress and lobby and/or help.

5. Home Office

Policy Statement: We will continually reduce the level of crime by effective apprehension and rehabilitation of offenders, protection of people and property and by discouraging those at risk from becoming offenders in the first place. We will ensure that the threat of terrorist action affecting British citizens is minimal. We will ensure that all British citizens are registered and entitled to the rights - and responsible for the obligations - of citizenship. We will repatriate foreign nationals living in the UK but not entitled to do so.

Performance reporting: An annual report on the level of all crimes with an overall score based on severity of different types, and on terrorism threats and measures taken and contemplated (although some issues will be confidential and not published) and on the status of immigration all including trends together with a report on initiatives undertaken and planned for improvement. Confidential annual and as required reports to the Home Affairs Select Committee who will publish whatever they feel is appropriate.

Strategic initiatives:

5.1 Tackling the causes of crime

To quote Tony Blair we will be tough on crime and tough on the causes of crime. But at present we don't know enough about the causes of crime.

100 days: We will commission a large scale investigation into why certain people become criminals to determine policy initiatives for both avoidance and rehabilitation

1 year: We would expect an interim report within our first year which would make early recommendations. We would act on those recommendations, determine initiatives and implement them.

5 years: We would expect the investigation to continue for at least 5 years.

5.2 Making crime statistics accurate

Crime statistics are patchy at present. We need standardised reports allowing comparisons between time periods and regions. Not a difficult job but necessary.

1 year: We will commission an independent auditor to recommend improvements to crime reporting systems and implement changes.

5.3 A root and branch review of the criminal and civil justice system including the standard of proof required (possibly to balance of probability), use of juries, sentencing, police force organisation

Our criminal justice system is pretty good – ranked 12th in the world in a 2015 survey above the US and France but below the Scandinavian countries and Australia. We think we can do better. There are occasional miscarriages of justice, there are frequent unsolved or unpunished crimes, the jury system is not widely respected, our police forces are regionally organised and not unified. We will conduct a major investigation to

see if it can be improved but we will not tinker without the people's consent – any proposals will be put to a consensus-seeking public consultation.

100 days: We will call a working party together to conduct an initial study to give options on the scope and approach of the investigation.

1 year: We will consider initial conclusions and set terms of reference for the full review

5 years: We will receive progress reports and ensure that the public is informed and engaged. It is likely that any proposals will be endorsed by inclusion in a General Election manifesto.

5.4 Address Muslim extremism by supporting the Muslim community and reformers

Inter-community relations are of general concern but there is a severe lack of understanding and integration between the Muslim community and the rest of the country. The teachings of Islam are to some extent at odds with the Western liberal way of life particularly on matters such as alcohol use and sex outside marriage (for example, the phrase Boko Haram means western education is a sin). This causes friction in some cases leading to extremism.

We need to bridge the gap and get much better integration. We need the help of the moderate Muslim majority to identify what we need to do.

100 days: We will assemble a group including at least one reformer (such as Ayyan Hirsi Ali) to give options on the scope and approach to be adopted.

1 year: Following the group's initial conclusions we will set an overall plan, including international co-operation, to end inter-community strife.

5 years and longer term: We will follow the plan through.

5.5 Implement a database of citizens and foreigners with right of residence for use by all departments

Most Government departments need to know who has a right to their services. So they register us – we have a National Insurance number, an NHS number, a tax reference, a passport number and so on. Latvia has the most efficient Government systems in the world and they are based on a single database of all citizens. We will do the same.

100 days: We will assemble a team to commission the project and draft a plan. It will probably be based on the existing register of one department. We will consider privacy campaigners' point of view.

1 year: We will approve and publish the plan and make efforts to gain general approval.

5 years: We will need to specify the criteria, rights and obligations of being British in order to make a phased implementation of the database and make it available for use by all departments.

5.6 Cracking down on illegal immigrants

We don't need a witch hunt but people of other nationalities who should not be here should be found and repatriated – sensitively since we will often be dealing here with vulnerable people. We will rely on systems and data rather than heavy-handed policing. The systems available will be enhanced as developments take place in the database of citizens and foreigners with right of residence, the possible use of iris scans to identify individuals, the use of census questions and changes to the benefits and tax systems.

1 year: We will assemble a team and prepare a plan. They will determine the organisation, people and facilities required as systems develop.

5 years and longer term: The team will implement the system and continue its operation.

5.7 Eliminating slavery in UK

It is both astonishing and disgraceful that there are people living in the UK in conditions amounting to slavery.

5 years: We will commission a new initiative to eliminate slavery using reports from the public (particularly from those in a position to notice the signs such as postmen and delivery drivers) and data from the systems to combat illegal immigration.

6. Ministry of Health

Policy Statement: We will provide a world class health service free at the point of delivery to all British citizens. We will promote well-being through good physical and mental health

Performance reporting: Annual report on outcomes and costs. An annual review of our standing in international rankings

Strategic initiatives:

6.1 Public consultation to settle once and for all the structure of the NHS

The NHS is the best-loved and most enduring of the Welfare State reforms that were introduced after the Second World War. It ranks highly in international comparisons. It can be argued that if it ain't broke we shouldn't fix it. Yet periodically people try to fix it. Or tinker with its organisation structure. Or cut its funding. Or privatise it. And all the time it succeeds, in spite of these external influences, but often at the expense of the people who work in it and sometimes to the detriment of patients on waiting lists. In particular the reforms of the 2012 Health and Social Care Act have left the NHS without any strategic direction. It is time to finally decide what kind of NHS we want and how we are going to pay for it. This will not be a small task.

1 year: We will prepare for a multi-option consultation on the organisation and funding of the NHS including the ownership of hospitals, charging foreigners, the provision of some paid-for optional services, the engagement of patients and prevention of abuse (such as missing appointments), the role (if any) of medical insurance, preventative medicine and all other matters that are potential issues.

5 years: We will ensure that all the various options are properly researched and that their implications are accurately presented to the public. We will ensure that the result gives a good consensus for future development.

Longer term: It might take longer than 5 years to implement the decision – if it requires significant change.

6.2 Accountable Care Organisations

The Government has been encouraging groups of neighbouring trusts to come together into informal groups known as Accountable Care Organisations. This essentially reinstates the Strategic Health Authorities abolished in 2012 – a sensible U-turn but proceeding without central direction and too slowly.

100 days: We would issue instructions to trusts to complete these organisations to allow short term improvements to be undertaken while awaiting the longer term review.

5 years: We would embark on a series of small-scale, agile IT developments, co-ordinated across the whole NHS to address areas where short term benefit is realisable. Any major IT development would come as part of the main strategic review.

6.3 Preventative medicine

The big improvements in public health will come from preventative medicine – stopping people from becoming ill rather than treating them when they are ill.

5 years: We will ensure that the NHS is funded to form an effective task force to put statistics into usable form for decision making on issues and to mount campaigns

6.4 Medical research and other uses of citizen's database

As the database of British citizens (5.5 above) becomes available it will create opportunities such as the streamlining of patient's records and invoicing for non-citizens. More importantly it will allow "big data" medical research on an unprecedented scale and scope

5 years: We will ensure that the NHS is adequately funded to grasp these opportunities.

7. Department for Food and Agriculture

Policy Statement: We will ensure that efficient agriculture and food distribution systems deliver good, reasonably priced food in adequate quantities in both normal and emergency circumstances

Performance reporting: Annual report on food supply – rate of inflation in food prices, adequacy of supply and quality, preparedness for crisis

Strategic initiatives:

7.1 Review strategy particularly on land ownership and technology

There are no major or urgent issues in this area but there might be scope for improvement particularly in the industrialisation of farming

1 year: We will commission a review of the industry with fairly broad terms of reference to explore for potential improvements.

5 years: We would expect to approve findings, ensure that there is general agreement to the recommendations and implement them.

7.2 Review crisis plan

It has been said that any society is always only three meals away from anarchy. The security of food supply is of fundamental importance – and too easy to take for granted.

5 years: We will commission a review of our crisis plans to ensure an adequate food supply in face of all foreseeable situations.

8. Department for Housing, Communities and Local Government

Policy Statement: To promote well-being by ensuring that people have adequate housing and that they live in supportive communities. And that they have an appropriate degree of say in what affects their lives. We will ensure that the arrangements for all levels of Government below National are appropriate. We will monitor the effectiveness of all communities in promoting well-being and take steps to improve where appropriate

Performance reporting: An annual report on the numbers of people living in various grades of housing, with an annual review of well-being by types of community together with initiatives taken and planned to improve.

Strategic initiatives:

8.1 Resolve all gender issues

As a society we have been working for several decades to eliminate discrimination and disadvantage due to gender and sexuality. We now need finally to resolve all such issues.

We do not anticipate much opposition to such measures – we just need to identify the issues and deal with them thoroughly. We would expect to find, for example, that sex education, contraception and career opportunities for young women would cut down unwanted pregnancies and consequently the prison population 25 years later.

100 days: We will assemble a project team and commission an initial study

1 year: We will receive the initial report and set terms of reference for the major project to eliminate all discrimination over a number of years.

5 years and longer term: We will set a strategy and implement it.

8.2 Make provision for the homeless and unacceptably housed

It is a stain on the nation's character that anyone, let alone thousands of people, sleep on the streets every night. We have to deal with that quickly. After that we have chaotic provision of public and private housing with no clear aims or policy. It will take some time to address but we'll start at the beginning, work through the middle and get to the end.

100 days: We will commission a data collection exercise to ascertain the size and nature of the problems.

1 year: We will prepare and begin to implement a short-term plan to make provision for homeless people. This might, for example, involve building hostels with decent one room accommodation, bathrooms and a canteen

5 years: We will set accommodation standards and, in conjunction with work on the benefits system (see 9.2 below), ensure that no-one lives below a baseline. We will complete the provision for homeless people and turn our attention to poor quality accommodation. We will set up a process of continual improvement – periodic surveys to determine where the issues lie and action to address them.

8.3 Improve standardisation in building

We already set a lot of standards for the building industry and this is reasonable since consumers typically are not in a position to check quality before purchase. However we do not do as much as some other countries, the USA in particular, to reduce costs by standardising components and systems.

1 year: We will investigate the approach taken by other countries to cost reduction through standardisation

5 years: We will then address initiatives arising from review

8.4 Set up the annual report – living conditions

The required annual report has two elements. First to be implemented will be on numbers of people living in various categories of housing by quality.

1 year: We will define standards of housing (probably in relation to Council Tax bands)

5 years: We will then implement data collection and reporting

8.5 Complete the annual report - analysis of well-being and the roles of communities

The second element of the annual report, on well-being by different types of community, will be part of the all of Government report on well-being (1.3 above) analysing causes of low well-being in communities and identifying initiatives to improve.

100 days: We will commission an early study to determine the structure and format of the report and the processes we will employ together with a pilot study to identify some early initiatives

Year 1: When the initial findings are in we will implement the reporting and work on the early initiatives.

5 years: We will then continue the annual process.

9. Department for Work and Pensions

Policy Statement: We will ensure that all British Citizens, no matter what their circumstances, have sufficient income for the necessities of life and the opportunity to earn more for luxuries.

Performance reporting: An annual analysis of numbers of people living at various income levels with initiatives taken and planned to improve.

Strategic initiatives:

9.1 Set up annual reporting

There are several data sources for such a report. The approach will be to start with a “quick and dirty” analysis and then apply continual improvement. Absolute accuracy is not required for the purposes of planning initiatives.

1 year: We will produce an initial report with conclusions and suggested initiatives

5 years and longer: We will continually improve – both the report and the conditions of those citizens at the poverty end of the scale

9.2 Consultation on what type of Welfare State we want

Stand on your own two feet or have Nanny State look after all your needs? Or something in between? We need once and for all to decide how far the people of this country want the Government to get involved in their lives. It's a big question and it must be handled thoroughly in a balanced way so that people understand the issues and are clear on their choices. The result will drive the design of Welfare State services for several decades.

Year 1: We will use samples and focus groups to identify the issues and to formulate the draft options which will be the subject of consultation.

Year 2 or 3: We will carry out the consultation. The first stage will be an airing of the draft options to allow them to be refined. Any campaigning during the consultation will be orderly and informative with an absolute ban on the sort of hype we saw in the Brexit referendum campaigns. We will ensure that there is a clear consensus for the approach adopted

9.3 Test, and possibly implement, Universal Basic Income in lieu of all benefits

Means testing of benefits is complex and expensive. It will be cheaper and more effective to give *every* British citizen, whether they need it or not, a Universal Basic Income (UBI) sufficient for basic food and shelter. No luxuries. Then those that need it have it and those that don't will pay extra tax but on average less than the UBI they receive. Everyone is better off, the needy get the benefits without question. But this is such a major change we will not proceed without approval adequate public support.

1 Year: We will set up a programme to introduce UBI – work out the details such as how to treat children and permanently disabled, how to dismantle the existing benefit system, when to introduce UBI

5 years: We will conduct a trial. When we have a working system we will implement it if opinion testing demonstrates that there is a consensus to proceed.

9.4 Create a customer-centred unemployment service

A fulfilling job gives a sense of purpose and is a key element of well-being. Each long-term unemployed person has been let down by society. We will put in the resource required for a thorough investigation of the skills and abilities of each unemployed person in order to identify training needs and to allow him or her to find a fulfilling career. And we will introduce incentives for employers to train and give hard-to-place workers a start. We will aim eventually for zero long term unemployed. Again a big change requiring confirmation of consensus.

1 year: We will set up a review to formulate proposals for a consultation

5 years: We will implement the proposals if a consensus exists.

9.5 Tackle inequality

This is tricky and we don't yet know exactly what needs to be done. But we do know that inequality is a major cause of unhappiness and so we will address it. It is strongly connected to the rise of consumerism and solutions are likely to include an element of well-being (rather than standard of living) initiatives such as the promotion of and acclaim for philanthropy and altruism. Universal Benefit Income might be a key tool to tackle the problem.

5 years: We will commission a study of inequality, its causes its impact on well-being. We will then make proposals for future action.

10. Department of Education

Policy Statement: We will ensure that British citizens are educated and trained in skills that will equip them for a productive and fulfilling life.

Performance reporting: An annual review of our standing in international rankings of education systems

Strategic initiatives:

10.1 Tackling Adult illiteracy

This is an easy one. The ranks of the unemployed and the prison population contain a far greater proportion of adult illiterates than the population in general. And adult illiteracy is a huge failing of our education system. We owe it to these people urgently to give them these basic life skills.

100 days: We will set up a programme to match 1m adult illiterates with 1m volunteers to teach them to read to the standard required for the Daily Mirror. Teaching materials will be made available on the internet

1 year: We will implement the programme

5 years: We will continue until we have virtually eradicated adult illiteracy

10.2 Consultation to settle the basic structure of the system

The education system is confused – we have different systems in different areas, too much attention given to "academic" subjects, inadequate use of technology and more. We have a system whose working hours are totally out of kilter with the rest of society, which only keeps going by making huge and untenable demands on teachers, which fails adequately to engage parents and yet which produces decent if not fantastic results. We can do better.

100 days: We will commission market research to identify 5 structural options for the education system

1 year: We will appoint a team to campaign in the consultation for each option – to spell out the details and the benefits, but also to be honest about the disadvantages

5 years: We will test opinion. There will almost certainly not be an outright winner but the consensus view should be clear. So we will implement the consensus decision

Longer term: We will monitor progress and refine the system

10.3 Continuing education into adulthood, schools open 52 weeks a year and 7am to 10pm and similar initiatives

There are many things we can do to make the education system a better service to communities.

5 years: We will proceed in accordance with the referendum decision

11. Department for Business, Innovation and Skills

Policy Statement: We will provide the environment in which British businesses can flourish to provide employment and increasing incomes for British citizens

Performance reporting: An annual report including a qualitative survey among a cross-section of business people as to the service provided

Strategic initiatives:

11.1 Appropriate regulation

Regulation is a question of balance – we need it but it should not be onerous. We will, over a long period, review all regulation to simplify and explain the need for it to ensure better compliance.

1 year: We will set up a programme of continual improvement

5 years: We will implement the programme

11.2 A programme to encourage training to dramatically enhance skills

The standard of living of our citizens depends crucially on the skills that they have. In the past few decades we have allowed skills to deteriorate and we need a big push to reinstate a culture of continual training.

100 days: We will commission a work group to address the issue

1 year: We will set the terms of reference for the project

5 years: We will approve the findings and implement the proposed measures.

11.3 With FCO and through the UN regulate the power of multi-nationals

There are many problems which can only be addressed by international co-operation. The regulation of multi-national companies is one of the more difficult of these since (a) many such companies are economically larger than several small countries, (b) the regulating countries all have different laws and tax systems and (c) each multi-national has a country of residence to protect it. This is not an easy win but we can start.

1 year: We shall test the water holding discussions with a few key countries to see the extent of agreement and appetite for concerted action - possibly based upon the requirement for a carefully defined independent Social Responsibility Audit with the sanction for failing being the loss of the company's licence to operate.

5 years and longer term: We shall make a plan for joint action and implement it

12. Department for the Environment, Land Use, Transport and Utilities

Policy Statement: We will protect and manage the land as a source of pride and amenity for present and future generations

Performance reporting: An annual report including a survey among British citizens as to the effectiveness of the department

Strategic initiatives:

12.1 Merge the Departments of the Environment and Transport and various functions together to form a new Department of the Environment, Land Use, Transport and Utilities

Various existing departments have an impact on land use and it will be a significant re-organisation to create a new department and focus their attention on the importance of protecting the only land we've got. So we do not expect a lot of visible improvement in the short term.

100 days: We will set broad parameters for the new merged department

1 year: We will implement the merger and initiate the required annual report

12.2 Review strategy to become more customer focussed and co-ordinated on land use

1 year: We will review existing strategies from within the component parts of the new department

5 years: We will create a new coherent strategy for joined up land care. Which we will then implement.

13. Department for Culture, Media and Sport

Policy Statement: We will provide the environment which allows citizens to celebrate being British

Performance reporting: Annual report analysing well-being arising from national pride with improvement initiatives taken and planned

Strategic initiatives:

13.1 Defining Britishness and British values (loosely and continually updated – like the OED)

Defining Britishness is a minefield because the inclusion of any factor is likely to have proponents and opponents. Even things like fair play and tolerance could meet opposition from some quarters. Yet it is worth persevering with this project because policies in so many areas, particularly in community relations, require there to be a commonly accepted definition.

1 year: As an early step we will come up with a tentative first definition of British values and expose it for consultation

5 years: We will then embark on a process of continual review and update

13.2 Set up the form of annual report and data sources

This area is new and we have no experience of measuring, monitoring or engendering pride in being British. Yet we experience it from time to time – when England won the World Cup in 1966, when we see films of key historical events, when our health service does well in international rankings. And it is an important source of well-being

1 year: We will initiate an annual report, in conjunction with the Cabinet Office's overall annual survey of well-being, on the issues of pride in being British and identify any required initiatives

5 years: Over the medium term we will improve our reporting, our initiatives and overall pride.