

*"We are on track to deliver our spending review commitment of 50% admin savings by 2014. The successful move of the core Department into 100 Parliament Street will deliver savings of £3.5m by the end of 2013-14. Our flexible resourcing model operates across the majority of the organisation, allowing us to respond to Ministerial priorities."*

*- Jonathan Stephens, Permanent Secretary*

**Total FTE Head Count Reduction between Q2 2010 - Q4 2012:**

-19% (NB. During this time, DCMS took on additional responsibility - and associated staff - for some functions from BIS. Further, additional staff were recruited to work on the London 2012 Games, who subsequently left at the end of 2012.)

**Employee Engagement Index in 2012 (CS benchmark 58%):**

45% (down 9 percentage points on 2011)

**Progress against department-focused actions in the Reform Plan**

**Action 2: Digital by Default**

DCMS's [Digital Strategy](#) was published in December 2012. Over half of Broadband Delivery UK digital infrastructure projects are now in their delivery phases. The new intranet (called 'the exemplar for Whitehall intranets' by the Government Digital Service) was launched in March 2013.

**Actions 3 and 4: Shared and Sharing Services**

DCMS already shares legal services, internal audit, facilities management and some HR services. It offers and uses transactional services with 3 other departments and is exploring opportunities to develop shared IT services. DCMS plans (subject to final business case) to join the first independent shared service centre by October 2014.

**Action 5: Open Policy Making**

As part of the Communications Review, DCMS engaged in a direct way with the public by holding a series of seminars, with material also available digitally. Videos of these sessions were put online and people were able to comment via a dedicated website and Twitter. Similarly, DCMS created a AAA accessible interactive website for the e-Accessibility Forum which invited comment on key policy areas.

**Action 6: Matching Resources to Government Priorities**

The majority of DCMS staff are part of flexible resourcing, allocated to projects, with resources and Ministerial priorities reviewed every 6 weeks by the Policy Committee

**Action 9: Management Information**

The Quarterly Data Summary completion rate for Q3 was 78%. Improved MI is now provided to the Board, supplemented by in-depth reviews of key performance measures by the Executive team and the Non-Executive Directors. DCMS audited data requests from the Centre and has estimated that 15 posts would be required to meet all central

information requests, so working closely with Cabinet Office, DCMS is compiling a management information action plan to ensure the department is in good shape to meet priority data requirements on a proportionate basis.

**Action 12: Skills, Learning and Development**

DCMS has adopted the new [Civil Service Competency Framework](#). We offer five days of learning and development to all staff. 90% of staff (including agencies) have signed-up to Civil Service Learning. DCMS is currently implementing the [Civil Service Capabilities Plan](#).

**Action 14: Secondments and Interchanges**

We have a new secondments policy and during 2013 will look to re-launch this and promote secondment opportunities to staff. In 2012/13, DCMS had 2 secondments from the private sector (both from OfCom). 4 members of staff are currently out on secondment, but not in private sector organisations (all are in Arm's Length Bodies).

**Action 16: Departmental Improvement Plans**

DCMS was not one of the five pilot departments. Work has not yet begun on our Improvement Plan, which is due to be published by March 2014.

**Action 17: Modern Employment Offer**

Given that the principles behind the new performance management systems are exactly aligned with DCMS' existing Performance and Development Policy, DCMS will retain its own policy. The changes to the box-markings have been negotiated with the TUS and a communications and implementation plan will follow. DCMS has moved into the HM Treasury Building (saving £3.5m by the end of 2013/14) and adopted a 7:10 desk ratio. The new Terms and Conditions for staff will be implemented from August 2013.

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**Wider reform in the department:**

DCMS has cut its core administration resources by 50% since 2013, while successfully delivering on key priorities including the 2012 Olympic and Paralympic Games. We have restructured our senior leadership, removing two grades. We have introduced a flexible resourcing model across the department, supported by an increased focus on project management and delegating genuine responsibility.

To drive higher standards of project controls across the whole department and improve employee's PPM capabilities, we will shortly be introducing new PPM standard documents. A network of PPM champions will ensure implementation of these documents, which will improve how we manage projects across the whole department and enable us to achieve results to time, cost and quality.

A new structure for the business support team will be implemented shortly, aiming to provide an efficient, streamlined service to the whole department.

DCMS HR have launched 'learning journeys' for each of the delegated grades, which cover the core skills expected of civil servants from the Civil Service Competency Framework. The Department has run a series of management master classes and is developing a learning offer which will support both new managers and those who have been promoted recently.

