Department for Communities and Local Government

"We already share a number of our corporate service functions across Government and were one of the early adopters of the new Competency framework. Our Departmental Improvement Plan sets out our priorities for the next two years and focuses on achieving greater efficiencies and building the capability and engagement of our staff to deliver."

- Sir Bob Kerslake, Permanent Secretary

Departmental Programme and Administration Budgets 2010/11 - 2015/16 (resource DEL excluding depreciation represented as % cumulative real growth):

-55%

Total FTE Reduction between Q2 2010 - Q1 2013:

-49% (-2,310 FTE)[1]

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

43% (up 3 percentage points on 2011)

Progress against department-focused actions in the Reform Plan

Action 2: Digital by Default

DCLG's Digital Strategy has not yet been published. We launched our "Love Digital" Campaign in March 2013, which focused on increasing digital capacity across the department.

Actions 3 and 4: Shared and Sharing Services

DCLG will join the first independent shared service centre in April 2015. We already share Internal Audit services, Estates and Legal functions with other Government departments. We have committed to integrating our procurement service into the Government Procurement Service in 2013/14.

Action 5: Open Policy Making

One bid has been submitted to the Contestable Policy Fund. Work is ongoing in the department to promote open policy making, including through:

1. The use of sounding boards of external stakeholders, partners and practitioner groups;

2. 'Enquiry Week' – engaging with business, think tanks, academia; and

3. Policy Summer School – providing tools for thinking about policy and to explore the implications of developing policy.

Action 6: Matching Resources to Government Priorities

DCLG operates a flexible resourcing model at Group and Directorate level. Ministers are involved in setting overall priorities and the Executive Team matches resource to these priorities accordingly.

Action 9: Management Information

The Quarterly Data Summary completion rate for Q3 was 99%. Metrics from QDS have been incorporated into the Performance Reports to the Executive Team and departmental board.

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[1] *Includes Department for Communities and Local Government; Planning Inspectorate; Queen Elizabeth II Conference Centre; and Fire Service College (as of 28th February 2013, the Fire Service College ceased being part of the Civil Service).*

Action 12: Skills, Learning and Development	DCLG has adopted the new [Civil Service Competency Framework](#). We offer five days of learning and development to all staff. 85% of staff (including agencies) have signed up to Civil Service Learning. The [Civil Service Capabilities Plan](#) has been communicated to staff.
Action 14: Secondments and Interchanges	In 2012/13, 4 DCLG staff were seconded to the private sector with 26 external secondees into DCLG.
Action 16: Departmental Improvement Plans	DCLG was one of the five pilot departments. Our first [Improvement Plan](#) was published in June 2013.
Action 17: Modern Employment Offer	DCLG has adopted the new performance management framework and poor performance procedures.
Creating a Modern Workplace	We have awarded a new IT contract, with new hardware to be rolled-out in 2013/14. From 2014, DCLG will share London HQ with the Home Office (saving £9m annually).

Wider reform in DCLG:

DCLG's change programme, *Better Department*, is the vehicle through which the Department delivers its change activity under the Civil Service Reform Plan. As a result of *Better Department*, DCLG's Staff Engagement score in 2012 increased by 3%. *Better Department* is the 'how' the Department will deliver its business and its change agenda over the next two years.

The Better Department programme was designed to address some of the people issues identified around engagement and ownership. These were:

- Strong and visible leadership
- People Development
- Getting the basics right
- One Department, One Team
- Powerful at Influencing