

CIVIL SERVICE REFORM: ONE YEAR ON

Total FTE Reduction between Q2 2010 - Q1 2013:	-24% (-17,900 FTE) ¹
Employee Engagement Index in 2012 (CS benchmark 58%):	52% (down 1 percentage point on 2011)

Progress against department-focused actions in the Reform Plan

Action 2: Digital by Default	MOD's Digital Strategy was published in December 2012. A dedicated digital implementation team will be established later this year.
Actions 3 and 4: Shared and Sharing Services	MOD operates one of the Government's five planned shared transactional services centres in an innovative partnership with Serco. We currently have dedicated internal audit and legal services (due to the scale of defence activity, this is the most economic and effective option), however we are willing to explore options for transferring the latter at a later date. Our Defence media and communications arrangements are under review, but we have already agreed to participate in a 'National Security Council' communications hub with the Cabinet Office.
Action 5: Open Policy Making	MOD has not yet submitted a bid to the Contestable Policy Fund. MOD is promoting the use of open policy-making and has an extensive programme of external outreach. This uses individual engagement, seminars, and conferences to involve universities, think-tanks, NGOs, and industry in helping to shape thinking on long-term, strategic challenges.
Action 6: Matching Resources to Government Priorities	Ministers are closely involved in key planning decisions and in approving MOD's annual Defence Plan. May 2012 saw the first ever balanced, prioritised defence budget. A strategic planning system is used to ensure the effective matching of resources to priorities across the full range of defence activity, against both short-term and long-term time horizons. This approach reflects the operational focus of the department.
Action 9: Management Information	The Quarterly Data Summary completion rate for Q3 was 64%. The QDS data is now being seen by the Defence Board as part of its monthly report.
Action 12: Skills, Learning and Development	MOD has adopted the new Civil Service Competency Framework . We offer five days of learning and development to all civilian staff. Around 70% of MOD civilians with regular workplace access to a computer have signed-up to Civil Service Learning. The Civil Service Capabilities Plan is being communicated and implemented through MOD's Defence Transformation programme.
Action 14: Secondments and Interchanges	We are reviewing our policy this year - at present, private sector secondments are minimal. Eight civil servants are currently on secondment to the private sector and one secondee is working in MOD.

¹ This Includes the Ministry of Defence; the Defence Science and Technology Laboratory; the Defence Support Group; and the UK Hydrographic Office. It does not include locally engaged civilians.

Action 16: Departmental Improvement Plans	MOD was not one of the five pilot departments. Our Improvement Plan is being developed as part of the MOD's annual strategic planning process. Our Improvement Plan will be delivered by March 2014.
Action 17: Creating a Modern Employment Offer	MOD has adopted the new performance management framework. New Terms and Conditions for staff implemented from May 2013.
Creating a Modern Workplace	We plan to rationalise our London estate to one building (from three). IT improvements remain a top priority, including a new department-wide staff suggestion application utilising Cloud technology and increased use of social media personally led by the Permanent Secretary. We also use secure mobile technology to facilitate flexible working by some staff.

Wider reform in MOD:

MOD is currently implementing a new long-term operating model, as recommended by Lord Levene's Defence Reform report. This is a radical new financial management and strategy delivery model for defence, which is based around increased delegation, to encourage flexibility and innovation, and greater emphasis on individual responsibility, authority, and accountability. It was implemented on 1 April 2013, based on seven top-level organisations across defence. Full Operating Capability is scheduled for 1 April 2014.