

Department for Communities and Local Government

Improvement Plan

June 2013

CIVIL SERVICE REFORM

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Foreword

The Department for Communities and Local Government (DCLG) has a history of looking for and acting on opportunities for change. Our Departmental Improvement Plan tells how we have undergone a constant change since 2010 and how it has helped make us stronger, more influential and increased our efficiency and resourcefulness. What we are most proud of is that we continued to build our reputation for delivering, and delivering well, whilst big changes were taking place. I'm particularly pleased that recent internal and external feedback from staff, the Coalition Government, other departments and external partners, has been positive, recognising that, following our restructuring in 2010, we have 'turned a corner'. Working hard to increase staff engagement and influence across Whitehall has and continues to be a key focus for DCLG and me personally.

We have a growing reputation as a Department that gets things done. In the last year we have done what we said we would and more. Key successes are:

- delivery of the most radical reform of Local Government Finance in a generation
- radically overhauled the planning system
- implemented fundamental changes in Housing
- taken on a new role to turnaround Britain's most troubled families
- developed a new and much more decentralised approach our work with localities and communities

DCLG is a department where the weight of change came early. Because so much of what we have done to date has brought about positive results, there is a healthy appetite for continued change around the Department and our progress places us well to maximise impact in the next two years.

Our Business Plan sets out what we will deliver and our Departmental Improvement Plan sets out the actions needed to support this. Using our Long Term Operating Model and other business tools, we have carefully considered where we should focus our efforts over the next two years and have set ourselves some ambitious but deliverable targets which include actions to make further efficiency savings, build and strengthen our capacity and increase our powers of engagement and influence. These actions will contribute to our proactive response to the Civil Service Reform Plan as we rationalise and modernise our department.



Sir Bob Kerslake

PERMANENT SECRETARY – Department of Communities and Local Government

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1. INTRODUCTION

The Department for Communities and Local Government (DCLG) has a good record of delivering its commitments and for identifying and acting on opportunities for improvement. It has delivered key policy and legislative reforms to drive change and delivered savings – both in Local Government and in Departmental programme and administration costs – and is now well placed to ensure that these changes have maximum impact over the next two years. The Departmental Improvement Plan identifies the actions needed to achieve this.

Alongside our development of the Departmental Improvement Plan, which has provided the framework for establishing short and medium term actions for improvement, DCLG is looking at the long term strategic options for the Department. Our strategic review is considering what the Department's focus and shape might be after 2015 and its longer term operating model.

1.1 Departmental Purpose

DCLG is driving **effective localism** and creating the conditions for **successful places**. It is focussed on transferring power and funding away from Whitehall to people and communities and creating the conditions which energise and empower them to build successful neighbourhoods and strong local economies.

1.2 Successes

The Department has a great record for getting things done and has a strong story to tell around its successful delivery of the programme for Government. Its achievements have been acknowledged within Government and valued by our partners. The Government's Mid Term Review published in January described the Department's performance in delivering commitments in the Coalition Agreement as 'very good.' Some of our key results are:

- delivered the most radical reform of Local Government Finance in a generation;
- the passing of the Localism and Local Government Finance Acts;
- radically overhauled the planning system;
- implemented fundamental changes in Housing including ending Housing Revenue Account ring fence;
- together with the Department for Business, Innovation and Skills (BIS), established a completely new framework to promote local growth;
- developed a new, much more decentralised approach to working with localities and communities across the whole of our activities from the Fire Service, to promoting integration, to welfare reform;
- together with the Homes and Communities Agency, delivered rapid implementation of new initiatives such as Get Britain Building, New Buy and Right to Buy; and

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- set out how services can be rewired to maintain outcomes and meet demand pressures whilst significantly reducing costs, through the Whole-Place Community Budgets pilots' proposals.

1.3 Transformation

DCLG fundamentally changed the way it operates, moving from a grant giving Department to one which is using new commercial approaches to financing and one which seeks to extend its reach across Whitehall and into localities through an influencing and shaping role.

The Department recognised early that it needed to secure efficiencies whilst maintaining delivery levels and successful outcomes. To this end, it began a programme of transformation that would result in significant downsizing aimed at creating a **smaller** and **stronger** Department. DCLG shrunk faster than any other Department in Whitehall since the 2010 Spending Review. It has:

- reduced the number of staff employed by 60% across the Group, taking account of various machinery of Government changes;
- adopted a new operating model that moves the business away from a control and command relationship to a more devolved and empowering model, putting people and communities in control;
- reduced targets, funding streams and regulation for local government services and removed national performance frameworks;
- reorganised its internal structure;
- adopted a flexible resourcing model that ensures deployment of the current workforce to the highest priority areas; and
- ceased non-priority work so that it can focus on the Government's core agenda.

1.4 Priorities

The Department has identified its core purpose as Better Government, Better Places, Better Department. Within this there are seven priorities for 2013.

Better Government	<ol style="list-style-type: none">1. Better outcomes for less – supporting the development of more effective services that cost less2. Putting neighbourhoods in control – helping communities take control through neighbourhood planning, community rights and neighbourhood budgets
Better Places	<ol style="list-style-type: none">3. Stimulating local growth – following up on the Heseltine Report, helping Local Enterprise Partnerships succeed and ensuring our planning changes create a pro growth environment4. Driving up housing supply – continuing to deliver on commitments from the Housing Strategy September 2012 package and following up on the Mid Term Review to maximise our housing supply5. Promoting Integration - creating the conditions for everyone to live and work successfully alongside each other

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Better Department	<p>6. A better place to work – refreshing the Better Department programme which will form part of the Departmental Improvement Plan (departmental improvement plans will replace capability reviews under the Civil Service Reform Plan)</p> <p>7. Shaping our future – looking ahead and considering how we want the Department to be after 2015.</p>
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1.5 Corporate Performance

In the year 2012/13, DCLG ranked first in Whitehall in terms of business plan actions completed and fourth in terms of actions completed on time. Where actions were not completed on time this was due to Parliamentary timetables or changing circumstances and did not impact on delivery on the ground.

This strong performance is the result of an integrated approach where clear priorities are linked to:

- a strong performance management system enabling robust monitoring of progress against delivery of policies and programmes and their impact by the top of the office;
- clear internal priorities to strengthen the capacity and capability of DCLG to deliver its priorities and focus resources on business delivery; and
- a clear strategy for engaging across Whitehall and locally to achieve our outcomes.

1.6 Corporate Performance Management System

The Department's performance management system has been re-shaped to help the Board and Executive Team to manage corporate performance and ensure the Department is realising its ambitions and implementing commitments in line with Ministers' priorities. This has been done by having a clear sight of progress on Board priorities, Structural Reform plan actions and other work packages and their delivery status. In addition to progress on priorities and status on corporate risks, our performance report includes key organisational indicators around finance, human resources, statistics on correspondence, Parliamentary Questions and Freedom of Information requests. Advice to the Board and Executive Team draws on informed advice following discussions held in the Performance, Finance and People Executive Team Sub-committees.

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2. ENGAGEMENT & INFLUENCE

2.1 Working with Other Departments

Many of DCLG's successes have been delivered through its work with other Departments. It has a strong history of working in partnership with other Government Departments' policy making so that their goals are delivered in a way that supports the Department's priorities. This includes ensuring that other Departments know how DCLG's programmes and engagement with localities can support their delivery. The Executive Team have given Directors lead responsibility for strategic connections with other Departments, and Ministers consider how DCLG's priorities can be achieved through better cross-government working. Some examples of the Department's influence and joined up delivery are set out below:

- the Government's response to **Lord Heseltine's Review** (with the Department for Business, Innovation and Skills) which set a direction for the devolution of Government spending to local areas;
- **Local Enterprise Partnerships** (with the Department for Business, Innovation and Skills) which will contribute to rebuilding and rebalancing the economy through local authorities and businesses working together. There are 39 Local Enterprise Partnerships, covering all local authorities in England;
- **Enterprise Zones** (with the Department for Business, Innovation and Skills) which seek to reduce barriers to enterprise through a combination of fiscal incentives and reducing planning, thereby generating both businesses and jobs and helping to rebalance the economy and drive local and national growth;
- **Troubled Families** – delivering the Prime Minister's commitment, underpinned by a government budget of £448m, to turn around the lives of 120,000 troubled families by 2015.
- **Joint Executive Team** meetings with Departments for Health, Education and Business and Innovation; and
- **Whole-Place Community Budgets** – our programme involved over 30 secondees from nine Whitehall Departments working with the four pilot areas to co-design proposals and was overseen by a cross-Whitehall group of Director-Generals.

2.2 The DCLG Group's Arms Length Bodies

As well as working with other Government Departments to achieve its outcomes, DCLG Group has a number of Arms Length Bodies (Arms Length Bodies) which are fundamentally important to delivering its business and with which it works to deliver a wide range of policy priorities.

As part of the Public Bodies Reform Programme the Department has reduced the number of its Arms Length Bodies from 26 to 12, meaning we are on track to deliver a two thirds reduction in the number of bodies sponsored by the Department, realising savings of £231m over the spending period. In addition to savings, these reforms have brought decision-making closer to those who are impacted by the decisions, in line with the Department's commitment to localism, and improved

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transparency and accountability. We are completing the first of our Triennial Reviews, to ensure that our Arms Length Bodies are still necessary and remain fit-for purpose.

2.3 Wider Engagement

The Department's Directors and Deputy Directors have responsibility for engaging with local areas. Feedback on our localities work from local authorities and other parties is that they value stable, ongoing partnerships with senior decision makers in the Department. Intelligence gathered through this route is used to improve the Department's policy-making and to inform policy across Whitehall.

The National Audit Office report, *central government's communication and engagement with local government*, surveyed several local authority Chief Executives and commended the Department's Localities approach. The report found local authority Chief Executives viewed the connections developed by DCLG when compared to other Departments as "particularly well received".

2.4 Policy Making

The Civil Service Reform plan highlights the centrality of open policy making in Government, describing how it 'will become the default' and why 'Whitehall does not have a monopoly on policy making expertise'. DCLG has been pro-active in developing tools and solutions aimed at opening up and strengthening policy making. These include:

- DCLG's Enquiry Weeks in 2012 and 2013 comprised of workshops and seminars involving staff, Ministers and over a hundred guests including senior local authority, business and academic leaders;
- a series of round table events which brought together partners together from local areas, and other government departments to focus on specific policy or implementation issues;
- an active role in the development of the family of What Works centres, particularly those on Local Economic Growth and Ageing Better. These centres are evidence gathering bodies set up to measure the effectiveness of government policies and improve value for money;
- the Whole-Place Community Budgets' collaborative approach resulted in the pilots and Whitehall co-designing new ways of working. This formed a key case-study for the Government's Open Policy Making. The National Audit Office recognised that, "the 'co-production' approach between central government and local bodies in planning Whole-Place Community Budgets is a promising model for future policy design and delivery."; and
- DCLG's Policy Summer School which has been designed to give staff new analytical tools for thinking about policy; to learn from the experience of those tasked with delivery; and to explore the implications of developing policy that is locally adaptable.

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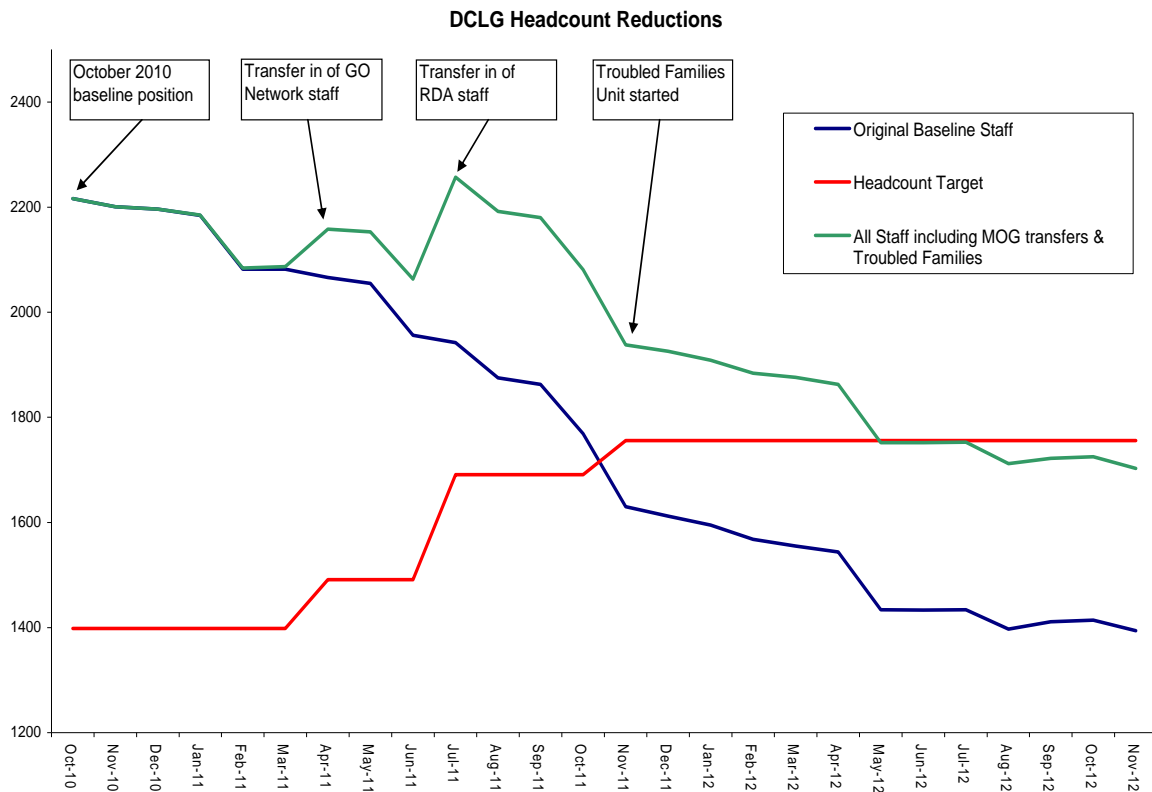
3. EFFICIENCY

As public spending continues to reduce, DCLG is leading across Whitehall on transforming local services and driving savings. Since the 2010 Spending Review and as a result of difficult policy objectives and fiscal constraints, the Coalition has sought to innovate in the way it achieves housing and growth outcomes, by using Financial Transactions and providing guarantees that underwrite private sector investment rather than the traditional DCLG grant route. While this investment (as opposed to the subsidy approach) delivers outcomes that would otherwise be unaffordable, the change also increases financial risk for the Department in the medium and long term.

3.1 Headcount Reduction

Restructuring of the Department began in 2010 following the Spending Review Settlement when the Permanent Secretary set out the future shape and size of the Department. This was undertaken in a phased approach by grade and was completed in October 2011. The restructuring, which aimed to reduce headcount within the central Department by 40%, took place during the period the Government Office and Regional Development Agencies were abolished and the Trouble Families Unit set up in DCLG.

The table below illustrates the headcount reductions within the central Department and how these were achieved.



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3.2 Sharing Services and Expertise

DCLG is at the forefront of the Government's agenda for sharing services and expertise. It already shares its Internal Audit, Estates and Legal services with other Government Departments, and will move to the new arrangements for Procurement later this year. It has also agreed to move to the new cross-Government arrangements for shared 'back office' services such as Finance, HR and Payroll in April 2015. These changes will provide the platform for a wider transformation of the department's corporate services functions which will see all of those services being outsourced or shared with other departments by April 2015. As part of that transformation programme the department will be developing intelligent client functions which will ensure management and oversight of the contracts and service level agreements; and it will look to bring those functions together to ensure best practice is shared.

3.3 Savings

Alongside the successful delivery of its business objectives and the reduction in headcount, the Department has delivered the largest savings of any Government department. Since 2010 DCLG has.

- reduced administration expenditure by 33% on a like-for-like basis, rising to 41% by the end of 2014-15, saving over £530m;
- Rationalised its Arms Length Bodies going from 26 bodies to 12 now and closing a further 2 in due course, saving £231m over the Spending Review period;
- cut spend on consultancy by 97%, from £37m in 2009-10 to less than £1m in 2012-13.
- cut spending on Government Procurement Cards by 91% from £321k in 2009/10 to £28k in 2012/13;
- achieved significant savings through reduction in its property footprint – expecting to save £220m over the life of the lease commitments (i.e. up to 2025);
- entered into a new IT desktop contract in December 2012 which will provide an improved service while delivering an annual saving of £3.4m and meet the aspirations of the Government ICT and Digital Strategies.

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4. CHANGE PROGRAMME

4.1 Better Department

DCLG's change programme, Better Department, which is part of the Better Place to Work core priority, was launched by the Permanent Secretary, alongside the Business Plan, in May 2012 and refreshed in the first quarter of 2013. It is also the vehicle through which the Department delivers its change activity under the Civil Service Reform Plan.

Much has been delivered already:

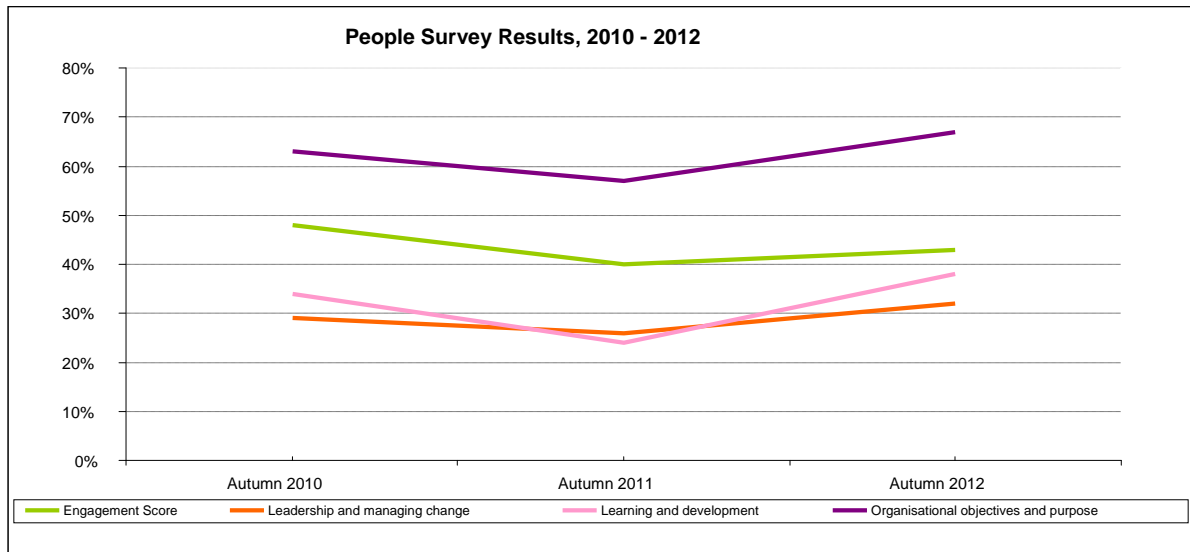
- an increase in overall staff engagement score – 2012 People Survey showed an increase of three percentage points on the previous year's results and reversed a three year downward trend in results;
- an increase in understanding of organisational objectives and purpose amongst staff through a series of events and activities– 2012 People Survey result was ten percentage points up on the previous year's results;
- strengthened leadership and management of change;
- an early adopter of the new Civil Service Competency Framework, launched in April 2012, and implemented the modernised Performance Management process;
- the launch of a 'Love Digital' programme of events aimed at improving staff knowledge of social media and engaging with audiences on line.

The Better Department programme was designed to address some of the people issues around engagement and ownership that the Department had experienced in recent years and is the 'how' the Department will deliver its business and its change agenda over the next two years. It was developed through extensive engagement across the Department and with our partners and Non Executive Directors. Five priorities were identified:

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

Considerable activity has taken place in each of these areas each led by a member of the Senior Civil Service. 10% of staff were directly involved with a further 30% contributing to wider activities. The work of Better Department contributed to successfully reversing the three year downwards trend in DCLG's People Survey results and narrowed the gap with Departments which achieve the highest levels of engagement.

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4.2 Independent Evaluation

In August 2013, the Institute for Government undertook a piece of research to evaluate DCLG's progress as it transformed its purpose, effectiveness and reputation. It found that external stakeholders recognised that DCLG had been through a challenging period but that it had 'turned a corner' in raising levels of engagement and that it had led by example in terms of headcount reduction.

5. CAPABILITIES PLAN

In its drive to build strength to counteract reducing resources, the Department is committed to increasing the capability of its staff so that it can deliver its business objectives and support the career development and aspirations of its people. The launch of the Capabilities Plan for the Civil Service in April 2013 provides a framework and impetus for this and builds on existing progress:

- Learning and Development scores in the 2012 People Survey increased by 14 percentage points on the previous year;
- 83% of DCLG staff are registered with Civil Service Learning;
- 2,717 Civil Service Learning e-Learning packages have been completed by staff;
- 1,190 Civil Service Learning workshops have been attended by staff;
- ten apprentices were recruited to the Department in 2012 and began their placements at the beginning of the year. At the end of these they will have gained an NVQ level 2 in Business Administration;
- 35 Commercial Capability events and workshops aimed at raising awareness and building understanding have been delivered; and
- workshops and events to raise staff's digital skills through the 'Love Digital' programme of learning have been delivered.

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The Civil Service Capabilities Plan identifies four areas of focus:

i) **Leadership and Management of Change**

Whilst evidence such as the People Survey score indicates improvement in **leadership and management of change** capability (a 6 percentage point increase from 2011 to 2012, rising from 26 to 32 percentage points), scope for further improvement remains, especially as the score for this area of the People Survey stood at 50 percentage points in 2009. These results and the outcome of the analysis from the Better Department Refresh indicate that the Department must continue to build leadership capability and our ability to manage change effectively. This will become all the more critical given the impact of the changes which the Spending Review, Strategic Review and Civil Service Reform will bring. Work is underway to increase senior leadership engagement and build effective leadership teams through the Permanent Secretary's Engagement Plan. DCLG also undertakes annual reviews of senior Civil Service level talent using a mapping tool to assess the potential of the leadership cadre and monitors progress and strength of senior staff year on year.

ii) **Digital**

The Department has taken action to make local services more transparent, more accountable and better. It is using the web to further these aims by publishing details of all Departmental spend and contracts, and encouraging local authorities to do the same. This allows citizens and business to see where the money goes and suggest how value for money can be improved. The Department's **digital expertise** is concentrated in the Planning Portal, Communication (content production, digital marketing and social media), Analysis (big data) and ICT functions. In keeping with the Civil Service Reform Plan and the Government Digital Strategy, DCLG will continue to raise staff awareness of, and confidence in, using digital tools combined with developing shared centres of excellence to support this activity.

iii) **Commercial**

Commerciality impacts all money flows, from grants and programmes to 3rd party expenditure. In addition to commercially astute functional, policy and Programme and Project Management staff, it requires various skills (including commercial, tendering, sourcing, financial, investment, legal, analysis, economists) which are often most effective when involved from concept stage and working as a cross functional group.

The demand for **commercial capability** increases as budgetary pressures lead the Department to seek more innovative models of delivery, and take decisions on risk to tackle the deficit and create conditions of growth.

iv) **Programme and Project Management**

DCLG has a **Programme and Project Management** Strategy in place to build capability. The Department has set money aside for a specific Programme and Project Management training budget and is working with other Government Departments to develop a more rigorous competency assessment so that a clearer

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and more reliable picture of skills levels is established. It is working closely with the Implementation Unit and Major Projects Authority to ensure that major projects activity is joined up. The Civil Service Reform Plan commitment is for all Project Leaders to have commenced the Major Projects Leadership Academy programme by the end of 2014 which is aligned to the Civil Service Reform Plan vision of developing an expert pool of recognised Project Leaders that can be deployed flexibly across Whitehall to priority projects. DCLG has two Project Leaders on the programme.

6. STRATEGIC REVIEW

Alongside our development of the Departmental improvement Plan, which has provided the framework for establishing short and medium term actions for improvement, DCLG is also undertaking a review of the longer term operating model for the Department and our Arms Length Bodies. This will help us build on the changes that have been made and will continue to be made in the lifetime of this Parliament in the Department and in the context of continuing change in the Civil Service. The review is examining the structures, skills and capabilities that are needed to deliver policy priorities and to maximise the effectiveness of what we do.

7. SUMMARY

As a smaller and leaner Department, and in line with its localism agenda, DCLG will, in future, need to be able to deliver its priorities through others and by increasing its reach across Whitehall. In order to do this, it will be vital that staff are fully engaged and that they have the capabilities to operate effectively within a changing environment and the need to continue to drive efficiencies and reduce costs. The improvement actions identified in the next section reflect this and identify priorities for action.

2. Improvement Plan

IMPROVEMENT ACTIONS

Our assessment has identified three key areas for improvement.

1. We will continue to **reduce our costs and drive further efficiencies** by exploiting opportunities for **sharing services and delivering our business through new models** within the framework of the Civil Service Reform Plan.

Our ambition is that by April 2015 we will have outsourced or will share all middle office and transactional functions which will deliver an enhanced and more resilient service to our clients, better value for money to the taxpayer and a more diverse and wider career offer to our staff.

To do this we will:

Shared Services and New Commercial Models

- develop a coherent **transformation programme for corporate services** with a joined up approach to culture change, new ways of working and communications. This will deliver the required corporate services transformation by Summer 2015 under the oversight of the recently established Operational Change Board
- outsource the **delivery of transactional back office services** (Finance, Procurement, Human Resources and Payroll) in line with the cross-Whitehall Next Generation Shared Services Strategy by April 2015 at the latest
- build on the progress we have already made in **sharing a number of middle office functions** – legal, internal audit, estates services – which will include the transfer of DCLG's Central Procurement Division into the Government Procurement Service as part of the new arrangements for sharing Procurement services
- seek opportunities for delivering our business through **new commercial models** including exploring the market's interest in the Planning Portal and continuing to use innovative funding mechanisms including Payment by Results and the Help to buy scheme
- complete the **reform of Arms Length Bodies** through the Public Bodies Reform Programme and more effective sponsorship arrangements

Estates

- reduce the overall **size and cost of the estate** through co-location with other DCLG Group members, sub-letting unwanted space to other organisations and by maximising the efficiency of our retained space. For example, we will vacate Eland House and move to 2 Marsham Street by Autumn 2014, to co-locate with the Local Government Ombudsman, the Audit Commission and the Home Office

2. Improvement Plan

- implement **flexible and agile working** across the estate where appropriate, making best use of Information and Communications, Technology and other innovations and operate a **lower carbon, more resource efficient estate**

IT

- implement a **new IT service for DCLG** including 2500 laptops and desktop, migrate 49 mission critical business applications consolidate services between DCLG Head Quarters and the Planning Inspectorate, develop a knowledge management strategy and cross Department document and team collaboration solution and a migration strategy to move IT service to Government Cloud where a business case can be made

2. We will seek to **build our capability** to deliver the Department's priorities grouped in line with the Capabilities Plan for the Civil Service. To do this we will:

Leadership and Management

- work collectively with the Executive Team, Directors and the wider Senior Civil Service to **build effective leadership** and continue to focus on building effective leadership teams across DCLG
- invest in **building the management capability** of existing and new line managers
- **roll out the Talent Management toolkit** with the aim of improving how we attract, deploy and develop talent across DCLG, in line with Cabinet Office requirements building on the learning from the Senior Civil Servant process
- invest in ensuring that staff have access to and are actively encouraged to take at least **five days a year of Learning and Development activity** as part of our broader DCLG Capability Plan

Digital

- **develop digital awareness and capability** of staff through an increased use of twitter, an evaluation of the different social media channels and through using the new intranet as a way to develop new interactive ways of working

Commercial

- **enhance our specialist commercial capability and establish a body of commercially astute civil servants** through a broad programme of commercial capability activities

2. Improvement Plan

Programme and Project Management

- **strengthen Programme and Project Management capability** through professional training, a dedicated budget and management support

Policy

- continue our focus on **building policy expertise** through the policy school in the autumn and policy learning sessions
3. We will seek to **improve employee and Senior Civil Servant engagement**. To do this we will:
- implement the outcomes from the **refresh of the Better Department Programme**. We will continue to focus on four key themes which staff have told us are the areas which matter to them:
 - Leadership
 - People Development
 - Getting the Basics Right
 - One Department, One Team
 - ensure that **our priorities are clearly identified and understood** by our staff and that these drive resource decisions and allocations
 - embed and realise the benefits from the implementation of the **new Performance Management arrangements and Competency Framework**
 - implement the 2013 **Internal Communications Strategy** which seeks to build a sense of pride and common purpose and to help staff understand how and why the Department needs to change

3. Metrics to Measure Improvement

Provide details of the metrics that the department has decided to use to monitor improvement, explaining why this metric will monitor improvement. Explain what metric(s) will be used to monitor the improvement and who will be responsible for reviewing progress and updating the Departmental Board. It must be clear what triggers will be in place to signal that mitigating action needs to be taken because planned improvements are not taking place.

Improvement being made	Metric used to measure progress	Date to review metric & details of who undertakes review	Trigger that will signal mitigating action needs to be taken
1. Reduce our costs and drive further efficiencies by exploiting opportunities for sharing services and delivering our business through new models			
<p>i) Shared Services and New Commercial Models</p> <p>Deliver a transformation programme for corporate services</p>	<p>Presumption of no stand alone services across the DCLG Group by summer 2015</p> <p>Services will achieve the highest benchmarks in terms of cost and quality</p>	<p>Quarterly through the Operational Change Board</p>	<p>Failure to deliver new operating model and realise benefits</p> <p>Lack of clear understanding of a coherent portfolio including cross cutting issues, risks, interdependencies, clarity on culture change</p>
<p>Outsource the delivery of transactional back office services</p>	<p>Seamless transition of delivery to arvato with no impact on service quality and with realised cost savings by April 2015</p>	<p>Quarterly through the Operational Change Board</p>	<p>Key milestones missed and key indicators not met</p>

3. Metrics to Measure Improvement

Improvement being made	Metric used to measure progress	Date to review metric & details of who undertakes review	Trigger that will signal mitigating action needs to be taken
<p>Continue to develop and implement arrangements for sharing middle office functions</p> <ul style="list-style-type: none"> • Procurement • Internal Audit <p>Deliver through new commercial models</p>	<p>Savings realised and transition dates met relating to (a) Common categories of goods and Services, (b) DCLG niche procurement service, (c) Procurement infrastructure and Contracts Management capability</p> <p>Delivery of an integration of a shared service within the Cross Departmental Internal Audit Shared Service by March 2014</p> <p>Future options considered with a view to a decision on way forward on the Planning Portal by Summer 2013</p> <p>Review progress of the Help to Buy scheme</p>	<p>Monthly monitoring and formal review in September 2013 by DCLG Procurement Reform Board</p> <p>Quarterly through the Operational Change Board</p> <p>Quarterly through the Operational Change Board</p> <p>Summer 2013 through the Planning Reform Programme Board</p> <p>July 2014</p>	<p>Value of savings and dates missed</p> <p>Accounting Officers dissatisfied with our service</p> <p>Failure to benefit from matrix management with the Other Government Departments within the service</p> <p>Decision not taken</p>

3. Metrics to Measure Improvement

Improvement being made	Metric used to measure progress	Date to review metric & details of who undertakes review	Trigger that will signal mitigating action needs to be taken
Complete reform of Arms Length Bodies	West Northants Development Corporation and Audit Commission closed by April 2015. Accounts signed off without qualification following closure	Quarterly through the Operational Change Board	Feedback from sponsor indicating slippage or barriers preventing closure
ii) Estates Reduce the overall size and cost of the estate Operate lower carbon, more resource efficient estate	<p>Reduced rent and rates. Relocate from Eland House to collocate with Home Office at 2 Marsham Street by Sept 2014; Audit Commission and Local Government Ombudsman also relocated to Marsham Street by Autumn 2014</p> <p>Reduce carbon emissions by 25% by 2015 vs. 2009/10 levels; reduce overall water consumption</p>	<p>Interim review September 2013 and then bimonthly, by Property Asset Management Unit and Estates Strategy Programme Board</p> <p>Quarterly, reviewed by Property Asset Management Unit</p>	<p>Move plans insufficiently advanced or Home Office do not have Marsham Street ready on time</p> <p>Improvements are not aligned to required reduction trajectory</p>
iii) IT Implement a new IT service for DCLG	<p>Replace 2500 laptops and desktop and support services and migrate 49 mission critical business applications</p> <p>Consolidate IT services between DCLG Head Quarters and the Planning Inspectorate</p>	<p>October 2013</p> <p>August 2013</p>	<p>Slippage in plans suggesting delivery post Dec 2013</p> <p>Slippage in plans suggesting delivery post Oct 2013</p>

3. Metrics to Measure Improvement

Improvement being made	Metric used to measure progress	Date to review metric & details of who undertakes review	Trigger that will signal mitigating action needs to be taken
	Develop a knowledge management strategy and cross Department document and team collaboration solution	March 2014	Slippage in plans suggesting delivery post June 2014
	Migration strategy to move IT service to Government Cloud where a business case can be made	March 2014	Slippage in plans suggesting delivery post June 2014

2. Build our Capability to deliver the Department's priorities

<p>i) Within the wider context of the Civil Service Capabilities Plan and the DCLG Capabilities Plan to:</p> <p>Build effective leadership and management capability</p> <p>Roll out talent management toolkit</p> <p>Increase learning and development activity</p>	<p>Ambition is to match or exceed the highest increase in the relevant questions in the Staff Survey across Whitehall over the next three years</p> <p>All staff undertake at least 5 days L&D per year</p> <p>95% of staff registered with Civil Service Learning by 2015</p>	<p>Executive Team and People Committee through the Pulse and Staff Survey Results in 2013 and 2014</p> <p>Through line managers at the end of 2013 – 14</p>	<p>Pulse survey and Staff survey results in 2013 and 2014 fail to demonstrate upward trajectory</p> <p>Staff fail to take their entitlement</p>
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3. Metrics to Measure Improvement

Improvement being made	Metric used to measure progress	Date to review metric & details of who undertakes review	Trigger that will signal mitigating action needs to be taken
Develop digital awareness and capability	Increase active staff interest in digital from 8% to 25% By March 2014	Quarterly through the People Committee	Failure to increase staff interest
Enhance specialist commercial capability and general commercial acumen	25% of staff engaged with programme of Commercial Capability initiatives by March 2014 Specialist advice secured on programmes where a knowledge of the financial markets is required (e.g. Housing Guarantees, Help to Buy) by September 2013 Training strategy developed by end May 2013	Executive Team and People Committee every six months	Training for Specialist commercial Network and wider department is not perceived to be meeting the new commercial demands Relevant, appropriate expertise not available or not secured No commercial champion identified
Strengthen project and programme management capabilities	Increase in no of accredited DCLG Gateway Reviewers Active engagement in newly formed Programme and Project Management Head of Profession meeting	Six Monthly through the People Committee	Training Strategy not in place Failure to increase number of Reviewers Indications of a low take up/ interest in training opportunities amongst Programme and Project Management specialists at mid-year period

3. Metrics to Measure Improvement

Improvement being made	Metric used to measure progress	Date to review metric & details of who undertakes review	Trigger that will signal mitigating action needs to be taken
Build policy expertise	Applications for and take up of policy summer school	Through the DCLG Head of Profession Autumn 2013	Lack of interest and participation
3. Improve Employee and Senior Civil Servant engagement			
i) Change			
Refresh the Better Department Programme	Annual Staff and Pulse Surveys. Ambition is to match or exceed the highest increase in the engagement index across Whitehall over the next three years	Pulse and Staff Survey Results in 2013 and 2014	Pulse survey and Staff survey 2013 and 2014 results fail to demonstrate upward trajectory
Ensure our priorities are clearly identified and understood	To achieve the Senior Civil Service Employee Engagement Index Civil Service benchmark by 2015		
Embed and realise the benefits from the implementation of the new Performance Management arrangements and Competency Framework	A phased set of Cross Government metrics is being developed by Civil Service Employment Policy	Summer 2013	Failure to produce metrics
Implement the 2013 Internal Communications Strategy	Evaluation of the shift in staff perceptions against key messages Improvement in results for questions on the Department keeps me informed in the 2015 Staff Survey	Every six months Pulse and Staff Survey Results in 2013 and 2014	Lack of improvement Pulse survey and Staff survey 2013 and 2014 results fail to demonstrate upward trajectory

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