

DWP progress on implementing Civil Service reform



Department
for Work &
Pensions

“One year on DWP is making good progress on Civil Service Reform. Each of the reform strands helps us improve how we operate and supports the Department in transforming its critical public services.”

- Robert Devereux, Permanent Secretary

Total FTE Reduction between Q2 2010 - Q1 2013:	-19% (-22,640 FTE) ¹
Employee Engagement Index in 2012 (CS benchmark 58%):	48% (up 4 percentage points on 2011)

Progress against department-focused actions in the Reform Plan

Action 2: Digital by Default	DWP's Digital Strategy was published in December 2012. Three exemplar digital projects are in progress: Universal Credit, Personal Independence Payment and Carer's Allowance. We are developing in-house digital capabilities through the exemplar process and external recruitment.
Actions 3 and 4: Shared and Sharing Services	The legacy DWP Shared Services organisation transferred to the Cabinet Office management in April 2013 to form the basis for the second independent shared service centre (ISSC2) serving DWP and other Departments. DWP Litigation, Employment and Personal Injury legal services have already been incorporated into a shared service with Treasury Solicitors; remaining legal services, Advisory and Commercial, will be incorporated by March 2014. From 1 April 2013, DWP is operating a Group Internal Audit service for the Department and the majority of its arms-length bodies. A shared communication hub with HMRC is in place.
Action 5: Open Policy Making	Funding has been approved for 2 bids for the Contestable Policy Fund. We also make use of "Yammer", an enterprise social networking site, to support open policy discussion.
Action 6: Matching Resources to Government Priorities	DWP has a model in place. Resources are aligned to Ministerial priorities through the continuous business planning process, with revisions throughout the year as priorities change.
Action 9: Management Information	The Quarterly Data Summary completion rate for Q3 was 100%. Departmental Board positive about availability and use of MI to drive decisions.
Action 12: Skills, Learning and Development	DWP has adopted the new Civil Service Competency Framework . We offer 5 days of learning and development to all staff. DWP is one of the biggest users of Civil Service Learning services with over 67,000 users (including the Child Maintenance Group) registered as of 17 June 2013. We have communicated the Civil Service Capabilities Plan to all staff.

¹ Includes Department for Work and Pensions; and The Health and Safety Executive.

Action 14: Secondments and Interchanges	Civil Service Resourcing is leading centrally on the secondments and interchange programme. The department will work with them to identify opportunities for secondments and the right people from DWP. We continue to second to and from other public sector organisations.
Action 16: Departmental Improvement Plans	DWP was not one of the five pilot departments; however work has begun to develop our Improvement Plan, which will be delivered by March 2014.
Action 17: Creating a Modern Employment Offer	DWP has adopted both the new performance management framework and the new procedures for managing unsatisfactory performance. The new terms and conditions for new staff will be implemented in October 2013.
Creating a Modern Workplace	Our estate rationalisation programme is on track to deliver savings of approximately £250m in SR10 with more to come in SR13. Plans are also in place to reduce desk ratio on the administrative estate to 10 sq.m/FTE by 2015. Our IT is currently being upgraded to improve flexible working.

Wider reform in DWP:

The department is delivering once-in-a-generation welfare reforms, fundamentally changing critical public services at the same time as improving productivity and radically reducing costs.

The internal reform programme aims to create an extraordinary department in order to deliver this reform. It is focussed on creating a culture and ways of working which harness the energy and ideas of all our people, working together as “One DWP”. This in turn, is supported by a significant investment to raise the standards of leadership at all levels in DWP.