



Civil Service Local Business Plan 2013/14

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1. Forward

Welcome to Civil Service Local (CS Local) and to our business plan for 2013/14. The year ahead is going to be a busy one with some exciting new challenges and a fresh look at how we can make the most impact. We are proud that both Sir Bob Kerlake, Head of the Civil Service and Katherine Kerswell, Director General of Civil Service Reform continue to endorse our work and we hope you will find something in the business plan that inspires you to get involved.

Leo Castledine
Head of Civil Service Local



Sir Bob Kerlake said “Civil Service Local provides a strong connection to localities and added value by acting as a connection between Whitehall departments, encouraging departments in a particular place to connect with each other and in terms of career paths opening up cross departmental opportunities”.



Katherine Kerswell has commented that she is “keen for Civil Service Local to work closely with the Cabinet Office reform team” and sees us as “the eyes and ears outside London, highlighting successes and showing how we can help deliver reform”.



2. Introduction to CS Local

CS Local is a cross departmental initiative. We are part of Civil Service Resourcing and we work closely with Cabinet Office.

Our purpose is to work collaboratively across all departments to develop significant local influence over the delivery and effectiveness of the reform agenda. We lead flagship initiatives that test new ideas, find solutions to problems, and encourage all Civil Servants to actively support Civil Service Reform.

Our challenge is to identify, develop and deliver practical solutions that offer:

- improved value for money,
- better opportunities for staff and
- more efficient services to the public.

Our work is guided by this challenge, the Civil Service Reform Plan and by the business objectives of Civil Service Resourcing (CSR). Uniquely we work across departments and reach out to localities beyond Whitehall. This ensures that our work programme complements but does not duplicate existing departmental business. This plan outlines our business outcomes, core work programme for 2013/14 and the delivery model that will enable us to meet those outcomes and the challenge set out above.

3. Leadership and Governance

Sir Bob Kerslake, Head of the Civil Service has positively endorsed the role of Civil Service Local. The Senior Responsible Officer (SRO) for the programme is Katherine Kerswell, Director General Civil Service Reform, Cabinet Office. Permanent Secretaries from lead Departments act as our champions.

Katherine Kerswell chairs a National Steering Group (NSG) which provides oversight of the programme. The NSG has representation from the five funding departments (HMRC, DWP, MOD, MOJ and the Home Office) plus Cabinet Office, SROs from localities, Civil Service HR, the Government Property Unit (GPU) and a nominee representing the smaller departments. The National Steering Group takes responsibility for agreeing the Business Plan and monitoring performance against it. CS Local will produce quarterly monitoring reports, capturing performance against business outcomes for consideration by the National Steering Group.

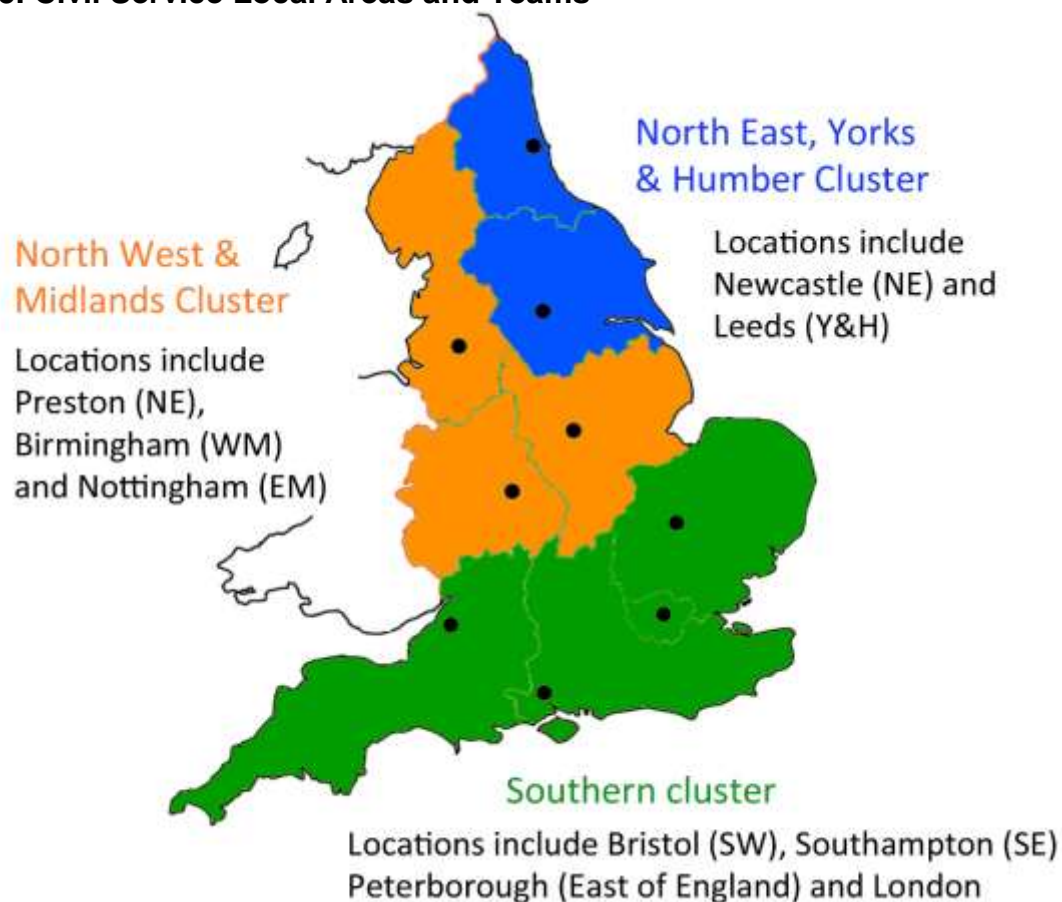
Each locality also has a designated CS Local Co-ordinator and a Steering Group/Senior Leaders Network comprising senior officials from departments represented in the area and including union representation. The local Steering Groups are usually chaired by a SRO from a lead department.

4. Structure and Resources



CS Local is funded by HMRC, DWP, MOD, MOJ and the Home Office, whom each contribute £220,000 per annum giving a core resource of £1.1m. This provides for approx 12.1 FTE comprising a head of CS Local, nine co-ordinators and three assistant co-ordinators. To deliver our work plan and use our resources more effectively we have streamlined the team into three clusters broadly covering the North, Midlands and South.

5. Civil Service Local Areas and Teams



<p><u>North West and Midlands Cluster</u> (109,960 Civil Servants) West Midlands, Andrea James East Midlands, Nick Tooley North West, Kathie Bates Assistant Co-ordinator, Janice Smith</p>	<p><u>North East, Yorks & Humber Cluster</u> (69,110 Civil Servants) Yorks & Humber, Richard Armstrong North East, Michèle Crawford Assistant Co-ordinator, Paula Craggs</p>
<p><u>Southern Cluster</u> (193,690 Civil Servants) East of England, Ian Barton London/South East, John Haskey South West, Nita Murphy Assistant Co-ordinators, Liz Challand, Donna Donaghey</p>	<p><u>National Team</u> Head of CS Local, Leo Castledine National Co-ordinator, Hazel Hetherington</p>

6. Performance Review 2012/13



Our business plan for 2012/13 set out a series of activities that we would deliver across localities. We described these as our minimum offer. The table below demonstrates how we delivered our minimum offer and how the lessons learnt has informed the development of our business outcomes for 2013/14.

Minimum Offer 2012/13	Key Achievements in 2012/13	Implications for 2013/14
We will facilitate cross - departmental redeployment networks which deliver on Cabinet Office protocols for workforce management	We delivered and improved redeployment forums in all localities, aligning forums with travel to work patterns to create more effective networks.	Redeployment forums are proving successful and effective. We will explore how they can add further value to support changes to departmental workforce management plans in 2013/14.
We will provide low cost, cross departmental learning and development opportunities which complement the CS Learning offer and which build the capability of our staff	We delivered further tranches of the NE talent development programme and extended it to Y&H. We rolled out our job shadowing and mentoring service to most localities and hosted a series of engagement events on behalf of CS Learning.	Experience indicates that the greatest impact was achieved through developing tailored L&D programmes rather than just a 'self service' approach. This will inform the approach for 2013/14.
We will trailblaze initiatives to complement the Civil Service Reform Plan and build engagement networks to ensure a two way flow of ideas and information.	CS Local delivered the first two Academies in the North West and the Midlands based upon the 'building capability' theme and the new competency framework. Feedback was very positive.	The Academy model provides a successful talent development programme for grades that are not currently catered for by other initiatives. We plan to roll these out to other areas in 2013/14.
We will enable Civil Servants to connect with communities through the provision of volunteering opportunities in their localities.	CS Local delivered 775 volunteering days. We piloted a new cross departmental volunteering programme aimed at schools in areas of deprivation.	Tailored programmes had greater uptake than the 'self service' opportunities and provide the most appropriate model for further development in 2013/14.
We will work with the Government Property Unit to enable workforce transformation through a more efficient and flexible use of the civil estate and assets.	We continued to promote the 'find me some government space' initiative and worked with GPU on development of the Temple Quay Hub.	Joint working with GPU remains an important element of our work. CS Local will continue to work with GPU in 2013/14 on estate rationalisation and other projects to promote cost savings.

7. Business Outcomes for 2013/14



Our business outcomes for 2013/14 build upon our success and experience from 2012/13. They are reflected in the CS Resourcing business plan as part of the 'development and delivery of new and existing services' theme. The business outcomes focus upon those areas where we are able to make the greatest impact with the resource available. There is greater emphasis on outcomes that utilise our unique selling points and deliver on our core challenges, improved value for money; better opportunities for staff and more efficient services for the public.

Business Outcomes for 2013/14
<ul style="list-style-type: none"> • Support a more unified Civil Service by building greater cross departmental collaboration, ensuring that 80% staff are represented through our CS Local networks.
<ul style="list-style-type: none"> • Champion Civil Service Reform by reaching out to localities and Civil Servants across all regions via local networks, awareness raising events, printed publications and web based material. Promote 'digital by default' by piloting social media communication techniques.
<ul style="list-style-type: none"> • Help build the capability of the Civil Service by design and delivery of cross departmental development initiatives in each region and supporting the introduction of CS High Potential stream. Promote career management through redeployment forums and joint activities with CS Learning.
<ul style="list-style-type: none"> • Enable Civil Servants to connect with their local communities by facilitating cross departmental volunteering opportunities in schools and working with the public sector and community organisations in areas of deprivation.
<ul style="list-style-type: none"> • Demonstrate the cost benefits of a unified Civil Service by working with partners including GPU to achieve savings equal to the CS Local budget of £1.1m.

8. Core Work Programme for 2013/14

The work programme below highlights the core activities that will drive the delivery of each business outcome, and gives an indication of the breadth of CS Local activity. Each locality will take account of these elements together with local priorities in developing their own local work programme.

Our work programme for 2013/14 is ambitious and will require collaboration and resource input from departments to be achieved. Appendix 1 sets out the accompanying performance measures, whilst Appendix 2 provides the framework for reviewing the overall impact of the programme.

In 2013/14 we will:

1. Support a more unified Civil Service by building greater cross departmental collaboration, ensuring that 80% staff are represented through our CS Local networks including:
 - Further development of our local networks to connect Civil Servants across departments for a common purpose.
 - Deliver and facilitate cross departmental events to promote collaboration and exchange.
2. Champion Civil Service Reform by reaching out to localities and Civil Servants across all regions via local networks, awareness raising events, printed publications and web based material. Promote digital by default by piloting social media communication techniques. We will:
 - Promote a regular and candid dialogue between localities and Cabinet Office Reform Team.
 - Provide local case studies to inform the delivery of the Reform Action Plan
 - Deliver regional 'Be Exceptional' events. Host regional 'Discovery Workshops' in each locality.
 - Provide a pipeline of potential visits for the Head of the Civil Service, which demonstrate aspects of the Reform Plan in operation:
3. Help build the capability of the Civil Service by design and delivery of cross departmental development initiatives in each region and supporting the CS High Potential stream. Promote career management through redeployment forums and joint activities with CS Learning. We will:
 - Deliver local development programmes for junior staff and work with Civil Service Learning to embed existing programmes.
 - Support Civil Service Resourcing to mitigate the risk of redundancies through facilitation of Redeployment Networks.
 - Pilot a locality/skills based interchange scheme
 - Support the introduction and delivery of the cross Civil Service talent management programmes led by Civil Service Resourcing.
4. Enable Civil Servants to connect with their local communities by facilitating

cross departmental volunteering opportunities in schools and working with the public sector and community organisations in areas of deprivation through:

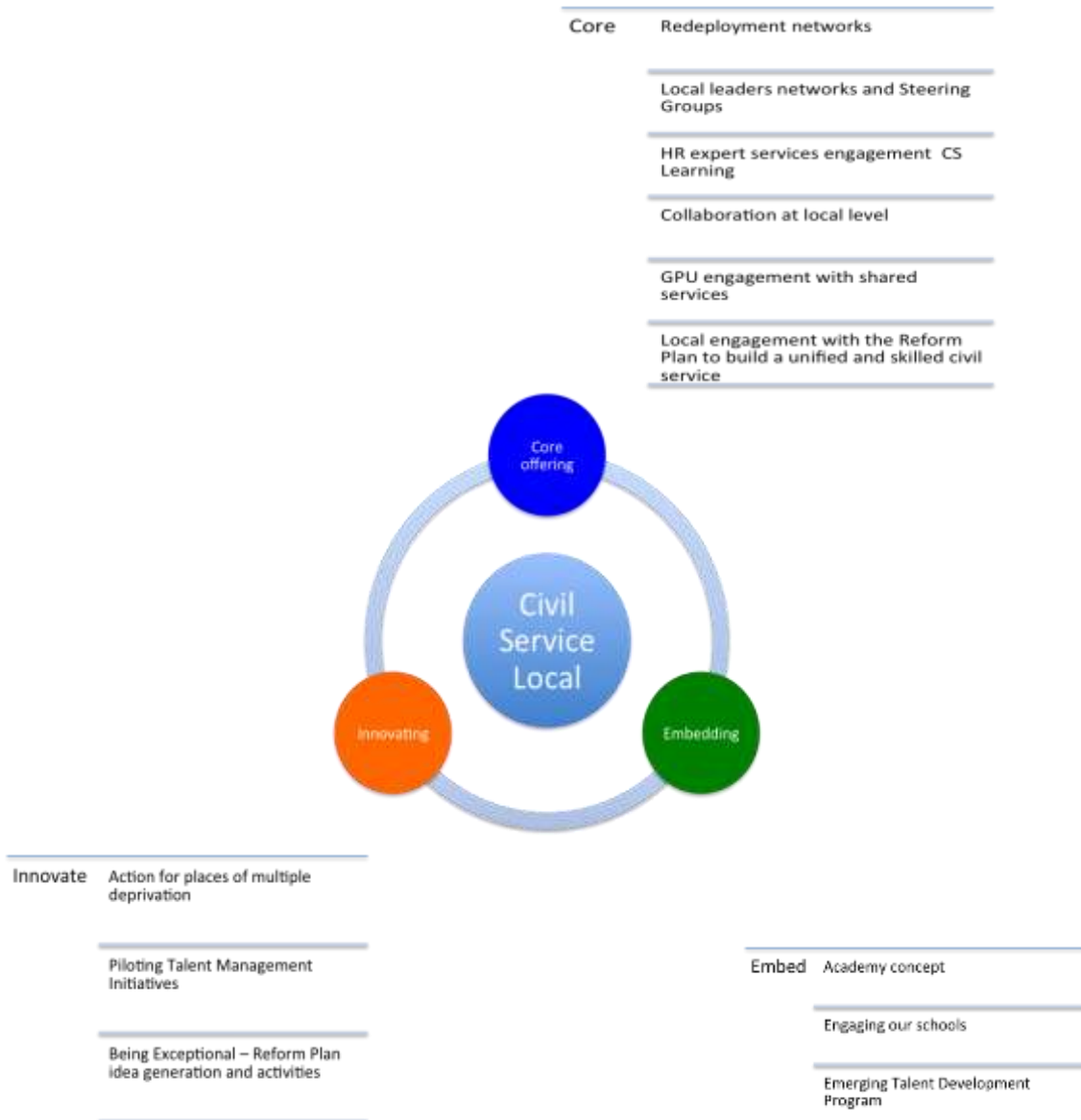
- rolling out the 'Engaging Schools' programme
- developing a model to join up government departments and work with charities and community organisations in areas of greatest need

5. Demonstrate the cost benefits of a unified Civil Service by working with partners including GPU to achieve savings equal to the CS Local budget of £1.1m through:

- supporting the programme of estate rationalisation and introducing shared facilities.
- promoting shared use of assets, services and expertise

9. Work Programme Delivery

Business as usual is not our business. Our delivery model below sets out how we will achieve our business outcomes and deliver our work programme through a process of continual innovation and development, core delivery and subsequent embedding of new approaches into mainstream lines of business.



The model is fundamentally dynamic and light touch to allow our activities to be piloted and developed at a pace that may not be achievable through more traditional structures. The flexibility and pace that our delivery model provides is a strength of the Civil Service Local approach. All the elements of our work programme fall within one of the three categories of innovate, core offering or embed, however the dynamic nature ensures the work programme is not static but will continue to evolve through the year.