



*“Our commitment to Civil Service Reform supports our own ambition to be a high performing and effective department delivering excellence to our customers and staff. We continue to make real progress in delivering efficiency savings and in transforming the way we work”*

- Martin Donnelly, Permanent Secretary

## Civil Service Reform: One Year On – Department for Business, Innovation & Skills (BIS)

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**Total FTE Reduction between Q2 2010 - Q1 2013:** -16%\* (-568)

**Employee Engagement Index in 2012 (CS benchmark 58%):** 52% (up 3 percentage points on 2011)

\* This excludes the increase in civil servant headcount resulting from Machinery of Government changes into BIS from MOJ, MOD and DCLG

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### Progress against department-focused actions in the [Civil Service Reform Plan](#)

<b>Action 2: Digital by Default</b>	BIS's <a href="#">Digital Strategy</a> was published in December 2012. Four exemplar digital projects are in progress in the Land Registry, the Intellectual Property Office, the Insolvency Service, and the Skills Funding Agency's National Apprenticeship Service, plus ongoing work in the Student Loans Company. We have completed a review of digital capability to support wider transformation in BIS and partner organisations.
<b>Actions 3 and 4: Shared and Sharing Services</b>	BIS is consolidating its transactional services into UK Shared Business Services Ltd by 2015 and will then look to transfer this volume into the second shared service centre ( <a href="#">ISSC2</a> ). We are participating in the renamed Operational Efficiency Working Group to consider the future of the communications hub system. We have also signed up to sharing audit services with seven other departments and have transferred responsibility for providing legal advice on HR issues to Tsol.
<b>Action 5: Open Policy Making</b>	We submitted two bids to the Contestable Policy Fund: the first in October 2012 (project complete) and the second in March 2013 (funding agreed).
<b>Action 6: Matching Resources to Government Priorities</b>	Resources are matched to Ministers' approved priorities through the business planning process. Resource allocation is kept under regular review by the department's Executive Board and can be swiftly reallocated if required.
<b>Action 9: Management Information</b>	The Quarterly Data Summary completion rate for Q3 was 99%. Management Information is regularly used to facilitate decisions at departmental boards and executive committees.

<b>Action 12: Skills, Learning and Development</b>	BIS has adopted the new <a href="#">Civil Service Competency Framework</a> . We offer five days of learning and development to all staff. 91% of staff (including agencies) have signed-up to Civil Service Learning. We will be implementing the <a href="#">Civil Service Capabilities Plan</a> alongside our 2013/14 Learning and Development strategy.
<b>Action 14: Secondments and Interchanges</b>	BIS benefits from private sector/commercial experience, in particular through Shareholder Executive (ShEx), UK Trade and Investment and the development of the Business Bank. ShEx has developed a flexible resourcing model involving both permanent civil servants and fixed term appointments from the commercial sector. This model provides considerable potential in terms of knowledge and skills transfer across the Civil Service. In 2012/13, 6 BIS staff were seconded to the private sector and 13 external secondees were working in BIS. More than half of the BIS Executive Board has business experience. Since its launch in October 2012, 722 BIS officials have participated in our Outreach Programme, visiting 75 companies.
<b>Action 16: Departmental Improvement Plans</b>	BIS was not one of the five pilot departments, but work has started to develop our Improvement Plan, which is due to be delivered by March 2014.
<b>Action 17: Creating a Modern Employment Offer</b>	BIS has adopted the new performance management framework. Formal consultation with Trade Union Side on Terms and Conditions has commenced.
<b>Creating a Modern Workplace</b>	We have reduced our estate by 61 properties to date (achieving £30m of savings; on track to save the remaining £70m by March 2015). We awarded a facilities management contract covering 7 organisations and 120 buildings, saving £4m. Our Ways of Working programme was launched in April 2013, focusing on our technology, space, process and protocols.

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#### Wider reform in BIS:

BIS is committed to transforming the way it works: supporting people to work flexibly, collaboratively and efficiently.

In 2012, we participated in the 'office of the future' project with Vodafone. In response, we created our Ways of Working programme, focused upon improving our technology, space, process and protocols. Faster IT, more flexible space and reduced bureaucracy will support us to transform our workplace and deliver the best possible service to all our customers.

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